

UNITED STATES AIR FORCE

AD-A204 301

# OCCUPATIONAL SURVEY REPORT

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PARALEGAL (FORMERLY LEGAL SERVICES)

AFSC 881X0 (FORMERLY AFSC 705X0)

AFPT 90-705-779

JANUARY 1989

OCCUPATIONAL ANALYSIS PROGRAM  
USAF OCCUPATIONAL MEASUREMENT CENTER  
AIR TRAINING COMMAND  
RANDOLPH AFB, TEXAS 78150-5000

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AFHRL/ID	1	1m	1m/1h	1
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HQ AFSPACECOM/TTGT	1		1	
HQ ATC/DPAE	1		1	
HQ ATC/TTQC	2		1	
HQ ESC/TTGT	1		1	
HQ ESC/DPTE	2		2	
HQ MAC/DPAT	3		3	
HQ MAC/TTGT	1		1	
HQ PACAF/TTGT	1		1	
HQ PACAF/DPAT	3		3	
HQ SAC/DPAT	3		3	
HQ SAC/TTGT	1		1	
HQ TAC/DPATJ	3		3	
HQ TAC/TTGT	1		1	
HQ USAF/JA WASH DC 20330-5120	1		1	
HQ USAF/DPPE	1			
HQ USAFE/DPAT	3		3	
HQ USAFE/TTGT	1		1	
HQ USMC (CODE TPI)	1			
NODAC	1			
3300 TCHTW/TTGX (KEESLER AFB MS)	3	1	3	3
3300 TCHTW/TTS (KEESLER AFB MS)	1		1	
DET 3, USAFOMC (KEESLER AFB MS)	1	1	1	1
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## PREFACE

This report presents the results of an Air Force occupational survey of the Legal Services (AFSC 705X0) career ladder. Authority for conducting specialty surveys is contained in AFR 35-2. Computer products used in this report are available for use by operations and training officials.

Mr William Cosgrove developed the survey instrument, Staff Sergeant Joe Seitz provided computer programming support, and Mrs Raquel A. Soliz provided administrative support. Ms Faye Shenk analyzed the data and wrote the final report. This report has been reviewed and approved for release by Mr Gerald R. Clow, Chief, Management Applications Branch, Occupational Analysis Division.

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies may be requested from the Occupational Measurement Center, Attention: Chief, Occupational Analysis Division (OMY), Randolph AFB, Texas 78150-5000.

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## SUMMARY OF RESULTS

1. Survey Coverage: The Legal Services AFSC was surveyed to provide a current data base for the career ladder, to review specialty training standards and training programs, and to capture new tasks based on updated methods of operation. The inventory was completed by 738 career ladder personnel (83 percent of the assigned AFSC 705X0 members).
2. Career Ladder Structure: Twelve jobs were identified within the AFSC 705X0 career ladder. These jobs are Senior Managers, Claims Personnel, Civil Law Personnel, Circuit Court Administrators, Law Office Managers, Executive Support Personnel, MAJCOM AMJAMS Managers, Area Defense Administration Personnel, Military Justice-GCM Personnel, Military Justice-Single Base GCM Personnel, NCOIC Law Office, and Military Justice Personnel.
3. Career Ladder Progression: Three- and 5-skill level personnel are accomplishing the basic technical skills. The 7-skill level personnel assume a supervisory role although their job is still primarily technical. Career ladder management is provided by AFSC 70590 and 70500 personnel.
4. Career Ladder Documents: The AFR 39-1 Specialty Descriptions are generally accurate; however, they should be reviewed to determine areas of greatest emphasis and common tasks.
5. Training Analysis: The STS and the POI should be reviewed. Each has unsupported elements and unreferenced tasks which should be reviewed by training personnel.
6. Implications: Each training document should be reviewed to ensure Air Force training needs are met. Because of the diversity in the career ladder, additional sources, such as percent members performing within career ladder jobs, should also be used to determine training requirements.



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OCCUPATIONAL SURVEY REPORT  
LEGAL SERVICES CAREER LADDER  
(AFSC 705X0)

INTRODUCTION

This is a report of an occupational survey of the Legal Services career ladder (AFSC 705X0) completed by the USAF Occupational Measurement Center (USAFOMC). The last Occupational Survey Report was published in 1980.

The survey was requested by the Legal Services Center to validate specialty training standards and training programs and to capture new tasks based on updated methods of operation.

Background

The Legal career ladder began as AFSC 70233 in 1955. In 1957, the AFSC designation was changed to 705X0. The career ladder name was changed from Legal to Legal Services in 1970. In October 1988, the career ladder became AFSC 881X0, Paralegal.

According to the AFR 39-1 Specialty Descriptions, Legal Services technicians perform subprofessional legal functions in connection with preparing, processing, and disposing of courts-martial records, line-of-duty investigations, board proceedings, legal assistance, military affairs, and claims investigations. They also supervise legal clerical, legal services, and court-reporting activities. The Legal Services specialists take and transcribe verbatim records, by stenomask technique, of legal proceedings such as conferences, hearings, boards, and courts-martial. They also process military justice actions and help prepare and process claims. At the time the inventory was administered, the career ladder was under the Airman Administration career field (70).

*Major tasks: Job analysis, Lexis and Westlaw, Court reporting, Training, Skills, (B&W)*

AFSC 705X0 was a lateral career ladder with input from AFSC 702X0 at the 5-skill level or higher. With the October change, the career ladder will be open to any AFSC at the 5-skill level or higher.

Entry into the career ladder is through a 6-week, 1-day resident training course (E3ALR70530) at Keesler AFB MS. The instruction areas covered are legal office administration procedures including legal research, legal assistance program, and law library. Students are also taught to apply the manual

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for courts-martial and AF policy and procedures in the administration of military justice. This includes preparation of papers for pre-trial procedures, trial proceedings, post-trial and Article 15 procedures. Instruction also includes stenomask operation for use in courts-martial discharge boards and investigations. Claims administration, which includes investigating and processing claims, is also covered in the resident course.

#### SURVEY METHOD

Data for this survey were collected using job inventory AFPT 90-705-779 dated January 1988. To develop the inventory, pertinent career ladder documents, the previous OSR, and the previous inventory were reviewed. A tentative task list was then validated through personal interviews with subject-matter experts in operational units at the following bases:

Keesler AFB MS	Tinker AFB OK
McGuire AFB NJ	Bolling AFB MD
Andrews AFB MD	MacDill AFB FL
Eglin AFB FL	Lackland AFB TX
Beale AFB CA	Lowry AFB CO

Field interviews at operational bases were determined based on the recommendation of AF and MAJCOM functional managers. Bases were chosen with respect to unique responsibilities and representative career ladder functions. A total of 58 subject-matter experts representing nine operational bases, plus Tech School Instructors, were interviewed during the development phase.

The resulting inventory listed 609 tasks grouped into 13 duty headings and several background questions asking for information about duty title, duty AFSC, time in service, time in career field, job satisfaction, and equipment used.

#### Survey Administration

From January 1988 until April 1988, Consolidated Base Personnel Offices at operational bases worldwide administered the surveys to 844 members of this career ladder. Participants were selected from a computer-generated mailing list provided by the Air Force Human Resources Laboratory.

All individuals who filled out an inventory completed an identification and biographical information section first. Next, they went through the booklet and checked each task performed in their current job. Finally, they went back and rated each task they had checked on a 9-point scale reflecting relative time spent on each task compared to all other tasks. Ratings ranged

from 1, which suggested a very small amount of time spent, to 9, which suggested a very large amount of time spent. The relative percent time spent on tasks for each inventory was computed by first totaling all rating values on the inventory. Then the rating for each task was divided by this total and the result multiplied by 100. The percent time spent ratings from all the inventories were combined and used with percent members performing values to describe the various groups in the career ladder.

#### Survey Sample

Because the career ladder was fairly small, all eligible AFSC 705X0 personnel were asked to complete the survey. Personnel who had not been working in their present job for at least 6 weeks or who were in PCS status were not considered eligible. For this study, 844 DAFSC 705X0 personnel were asked to complete the inventory. Seven hundred and thirty-eight respondents were included in the final sample. This represents 83 percent of those assigned. Table 1 shows the distribution, by MAJCOM groups, for those assigned and those in the survey sample. The distributions are very closely aligned, indicating a representative sample of the AFSC 705X0 career ladder.

#### Task Factor Administration

Job descriptions alone do not provide sufficient data for making decisions about career ladder documents or training programs. Additional task factor information is needed for a complete analysis of the career ladder. To obtain the needed task factor data, selected senior AFSC 705X0 personnel completed either a Training Emphasis (TE) or Task Difficulty (TD) booklet. The TE and TD data were used in several analyses discussed later in this report.

Training Emphasis (TE). Training emphasis is a rating of which tasks require structured training for first-term or first-job personnel. Structured training is training provided by resident technical schools, field training detachments (FTDs), mobile training teams (MTTs), from OJT, or any other organized training method. Fifty-five senior Legal Services personnel completed TE booklets. They rated all tasks in the inventory on a 10-point scale ranging from no training required (0) to extremely high training required (9). Interrater reliability (as assessed through components of variance of standard group means) was .93, which shows good agreement among raters.

When TE ratings are used with other information, such as percent members performing and task difficulty, they can provide insight into training requirements and help validate the need for organized training for the career ladder.

Task Difficulty (TD). Task difficulty is the amount of time the average airman needs to learn to do a task satisfactorily. Sixty-two experienced AFSC 705X0 personnel rated the difficulty of the tasks in the inventory on a 9-point scale ranging from 1 (easy to learn) to 9 (very difficult to learn). Ratings were adjusted so tasks of average difficulty would have a value of 5.0. Interrater reliability was .97, which shows high agreement among raters.

TABLE 1  
COMMAND REPRESENTATION OF AFSC 705X0 SURVEY SAMPLE

<u>COMMAND</u>	<u>PERCENT OF ASSIGNED*</u>	<u>PERCENT OF SAMPLE</u>
SAC	17	17
USAFE	17	18
Legal Services Center	16	12
TAC	12	13
MAC	9	10
ATC	8	10
PACAF	6	7
AFLC	4	4
AFSC	4	4
AAC	2	2
AU	1	1
Other	4	2
 Total Assigned*	888	
Total Number Eligible	767	
Total in Sample	738	
Percent of Assigned	83%	
Percent of Eligible	96%	

\* As of January 1988

## SPECIALTY JOBS (Career Ladder Structure)

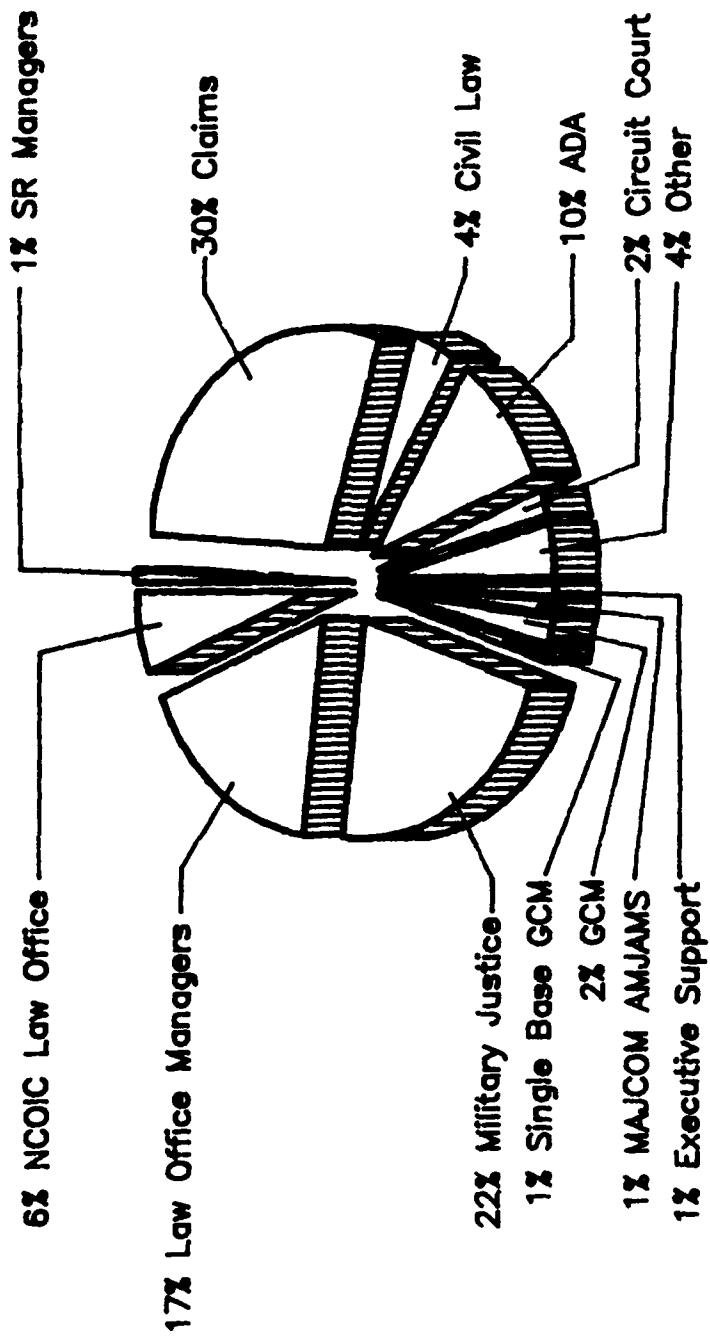
A USAF occupational analysis begins with an examination of the career ladder structure. This analysis is based on what personnel are doing in the ladder as determined from task responses, in contrast to official career ladder document definitions of their job. The job structure was determined by performing a job type analysis of the 738 survey respondents from the AFSC 705X0 career ladder.

Based on task similarity and time spent, Legal Services personnel separated into 12 different jobs (see Figure 1). These jobs are identified below. The stage (STG) number is a reference to computer-printed information. The letter "N" stands for the number of personnel in the group.

### AFSC 705X0 JOBS

- I. SENIOR MANAGERS (STG28, N=7)
- II. CLAIMS PERSONNEL (STG19, N=218)
  - A. NCOIC Claims (STG156, N=123)
  - B. Claims Examiners (STG116, N=62)
  - C. Hospital Recovery Claims Personnel (STG85, N=5)
- III. CIVIL LAW PERSONNEL (STG36, N=29)
  - A. Civil Law Administrators (STG 101, N=6)
  - B. NCOIC Civil Law (STG53, N=12)
- IV. CIRCUIT COURT ADMINISTRATORS (STG55, N=12)
- V. LAW OFFICE MANAGERS (STG40, N=124)
- VI. EXECUTIVE SUPPORT PERSONNEL (STG82, N=7)
- VII. MAJCOM AMJAMS PERSONNEL (STG47, N=5)
- VIII. AREA DEFENSE ADMINISTRATION (ADA) PERSONNEL (STG68 N=74)
- IX. MILITARY JUSTICE-GCM PERSONNEL (STG94, N=17)
- X. MILITARY JUSTICE-SINGLE BASE GCM PERSONNEL (STG67, N=7)
- XI. NCOIC LAW OFFICE (STG62, N=41)

**CAREER LADDER SPECIALTY JOBS**  
**(N=738)**



**FIGURE 1**

XII. MILITARY JUSTICE PERSONNEL (STG60, N=160)

- A. Article 15 Personnel (STG88, N=26)
- B. NCOIC Military Justice (STG166, N=121)
- C. Military Justice Clerks (STG178, N=6)

Ninety-four percent of the survey sample are included within these jobs. The remaining 6 percent performed tasks, or a series of tasks, that did not group with any of the defined jobs. Some job titles given by these respondents include: Chief Customer Support, NCOIC CAMP, NCOIC Government Recovery Division, and NCOIC Claims Tort Litigation.

Job Descriptions

The following paragraphs offer a brief description of each major job area identified in this analysis. Task lists for each job are given in Appendix A. Selected background information is provided in Table 2 and the relative time members spend in each duty area is shown in Table 3.

I. SENIOR MANAGERS (N=7). As the title suggests, these seven members (six have DAFSC 70500) represent one of the managing elements of this career ladder. Composed of senior people with an average of 284 months in the Air Force (216 months in the career ladder), these people direct, implement, evaluate, and inspect. Six of the seven Senior Managers supervise; four are Command Services Managers. Tasks which show their management role include:

- Evaluate individuals for awards or decorations
- Conduct staff assistance visits
- Prepare manpower justifications
- Conduct staff meetings
- Counsel subordinates
- Evaluate efficiency of legal office actions
- Serve on boards, committees, or councils

Besides their management role, they are also involved with training programs. They evaluate the OJT program and potential retrainees for the Legal career field. They also oversee the organizational reserve programs.

II. CLAIMS PERSONNEL (N=218). Claims Personnel represent 30 percent of the survey sample. They perform an average of 115 tasks while processing claims for or against the United States. They conduct investigations, adjudicate claims, review claims and related documents, pay or collect claims, and prepare input into the Claims Administrative Management Programs (CAMP). Claims may involve personnel and carrier recovery incidents; property damage, personal injury, or death; property damage tort claims; or hospital recovery claims. Examples of tasks performed are:

TABLE 2  
SELECTED BACKGROUND DATA FOR 705X0 CAREER LADDER STRUCTURE GROUPS

	<u>SR MGR</u>	<u>CLAIMS</u>	<u>CIVIL LAW</u>	<u>CIR COURT</u>	<u>MGR OFF</u>	<u>EXEC SUP</u>	<u>MAJ AMJAMS</u>	<u>ADA</u>	<u>GCM</u>	<u>SB GCM</u>	<u>NCOIC OFF</u>	<u>MIL JUS</u>
NUMBER IN GROUP	7	218	29	12	124	7	5	74	17	7	41	160
PERCENT OF TOTAL SAMPLE	1%	30%	4%	2%	17%	1%	1%	10%	2%	1%	6%	22%
PERCENT OVERSEAS	43%	32%	45%	17%	31%	29%	40%	34%	47%	29%	46%	32%
DAFSC DISTRIBUTION* (Percent Responding)												
70530	-	7%	10%	-	-	-	-	-	3%	-	-	-
70550	-	51%	45%	17%	6%	14%	40%	72%	29%	71%	27%	6%
70570	-	41%	45%	50%	57%	86%	60%	26%	65%	29%	66%	54%
70590	14%	-	-	25%	28%	-	-	-	6%	-	7%	40%
70500	86%	-	-	8%	9%	-	-	-	-	-	-	-
PREDOMINANT GRADE												
AVERAGE MONTHS IN CAREER LADDER	E-9	E-5	E4-6	E-7	E-7	E-6	E-6	E-5	E5-6	E-5	E5-7	E5-6
AVERAGE MONTHS IN SERVICE	216	60	75	114	137	105	119	55	96	44	105	59
PERCENT FIRST ENLISTMENT	284	125	141	175	227	185	187	113	162	108	178	122
PERCENT SUPERVISING												
	86%	17%	24%	50%	98%	29%	-	3%	24%	-	66%	15%

\* Columns may not add to 100 percent due to rounding  
- Indicates less than 1 percent

TABLE 3

AVERAGE PERCENT TIME SPENT ON DUTIES BY CAREER LADDER STRUCTURE GROUPS  
(PERCENT MEMBERS RESPONDING)\*

	SR	MGR	CLAIMS	CIVIL	CIR	MGR	EXEC	MAJ	SB	NCOIC	MIL
Number of Cases -	7	218	29	12	124	7	5	74	17	7	41
											160
A. ORGANIZING AND PLANNING	15	2	4	11	11	9	3	5	2	1	5
B. DIRECTING AND IMPLEMENTING	25	3	6	17	17	7	7	5	3	-	7
C. EVALUATING AND INSPECTING	25	2	2	8	12	5	7	3	3	-	4
D. TRAINING	14	1	2	7	9	3	5	1	1	-	4
E. PERFORMING GENERAL OFFICE FUNCTIONS	14	22	42	38	25	67	39	38	20	25	17
F. PERFORMING CIVIL LAW AND ASSOCIATED FUNCTIONS	-	5	28	-	8	4	2	3	2	5	10
G. PERFORMING ARTICLE 15 FUNCTIONS	2	1	2	-	3	-	15	2	13	23	9
H. PERFORMING MILITARY JUSTICE FUNCTIONS	4	1	3	10	4	1	15	8	48	43	18
I. PERFORMING AREA DEFENSE ADMINISTRATOR (ADA) FUNCTIONS	-	-	-	3	-	-	-	21	-	-	1
J. PERFORMING COURT REPORTING FUNCTIONS	-	1	2	-	-	-	-	-	1	-	2
K. PERFORMING AIR FORCE CLAIMS FUNCTIONS	-	60	3	1	4	-	5	6	-	-	18
L. PERFORMING LAW LIBRARY FUNCTIONS	-	1	6	5	4	2	2	6	6	-	4
M. PERFORMING INTERNATIONAL LAW FUNCTIONS	-	-	-	-	-	-	-	-	-	-	1

\* Columns may not add to 100 percent due to rounding

- Indicates less than 1 percent

Adjudicate claims  
Process personnel claims under Chapter 6  
Advise claimants on claims filing procedure  
Recommend approval or disapproval of claims payment  
Assert carrier recovery claims

They spend 60 percent of their job time performing Air Force claims functions. They spend an additional 20 percent of their job time on general office functions.

Personnel working in the Claims area are both specialists and technicians, their paygrades range from E-4 to E-6. Fifty-two percent are serving in their first tour as Legal personnel. Forty-two percent are NCOIC of Claims; 18 percent, Assistant NCOIC of Claims; 10 percent, Claims NCO; and 32 percent, Claims Examiner. Separate groups were identified for NCOIC Claims, Claims Examiners, and Hospital Recovery Claims Personnel. The difference between the NCOIC Claims and Claims Examiners is primarily one of time spent performing technical functions; for instance, Claims Examiners spend 74 percent of their relative job time performing claims functions vs 57 percent for the NCOIC Claims personnel. The Hospital Recovery Claims Personnel perform tasks related to this specific area of responsibility. For example, they assert hospital recovery claims, process hospital recovery claims under Chapter 15, follow up on personal injury questionnaires, and perform followup actions on hospital recovery claims.

Overall, most claims-specific tasks are performed by high percentages of these personnel so they form a homogeneous group within the Legal career ladder.

III. CIVIL LAW PERSONNEL (N=29). Personnel working within the civil law area are responsible for a variety of Air Force programs. These programs include the Legal Assistance and Preventive Law Program; administrative separation actions; processing administrative inquiries and investigations; Article 138 UCMJ complaints; Line of Duty (LOD) and misconduct determinations; accounting and report of Government property; Standards of Conduct; Host-Tenant Agreements; and Freedom of Information Act. Other areas covered are process and release of information for litigation, and appearance of witnesses; aircraft and missile accident investigations; and political/dissident and protest activities.

Although they work in the civil law framework, these members spend the largest percentage of their job time performing general office functions (42 percent). They average 83 tasks, such as:

Verify eligibility of clients for legal assistance  
Assist in preparation of legal assistance cards  
Type powers of attorney  
Type administrative correspondence  
Witness execution of wills

Members range from paygrade E-4 to E-6. They average 141 months in the service and 76 months in the career ladder. Forty-one percent are serving in their first assignment for the Legal field. Almost one-half are serving overseas.

As with the Claims job, groups were identified based on experience: Civil Law Administrators and NCOIC Civil Law.

IV. CIRCUIT COURT ADMINISTRATORS (N=12). Members of this small group have a very specific job providing administrative support for the Circuit Court sessions. They spend 38 percent of their duty time on general office functions. An additional 28 percent of their job is spent directing, implementing, organizing, and planning. Tasks which are predominantly performed by these members are:

- Maintain trial dockets
- Maintain courts-martial logs or status boards
- Docket courts-martials
- Coordinate Area Defense Administrator (ADA) or Circuit Court Administrator (CCA) training
- Transmit data between computers
- Prepare organizational schedule of events
- Plan transportation requirements

These personnel work within the Air Force Legal Services Center (HQ USAF) or Air Force Legal Services Center Detachment (Circuit, ADA). They give their job title as either Circuit Court Administrator or Assistant Court Administrator. Most are 7- or 9-skill level personnel and have been in the Air Force an average of 175 months and in the legal area an average of 114 months. Most are assigned CONUS.

V. LAW OFFICE MANAGERS (N=123). Incumbents within this group represent 17 percent of the survey sample. They are in more senior positions and generally are paygrades E-7 through E-9. Almost all supervise. Fifty-eight percent say they are Law Office Managers and 24 percent, NCOIC Base Legal Office. They perform a wide range of tasks (average is 162) which reflect their supervisory and management role. Tasks reflecting their role include:

- Assign personnel to duty positions
- Interview potential retrainees for legal career field
- Supervise Legal Services Specialists and Technicians
- Prepare job descriptions
- Write APR
- Supervise civilian personnel
- Establish organizational or performance standards

VI. EXECUTIVE SUPPORT PERSONNEL (N=7). These members represent a mixed group comprised primarily of 7-skill level personnel who perform a fairly restrictive job (average number of tasks is 55). Almost 90 percent of their time is spent on administrative or management functions. Three members are Executive Support NCOs and one works in International Law. Tasks performed by all of these members include:

- Sort and distribute incoming mail
- Process outgoing mail
- Hand-carry priority communications or documents to internal action offices
- Log incoming correspondence
- File or prepare correspondence for filing
- Type administrative correspondence
- Establish administrative or reading files
- Obtain supplies
- Dispose of unclassified files
- Prepare requisitions for reproductive services

VII. MAJCOM AMJAMS PERSONNEL (N=5). These five members are all assigned to the MAJCOM command level. They are responsible for the Automated Military Justice Analysis and Management System (AMJAMS). AMJAMS is used to collect data about courts-martial and Article 15 actions. The information is input at a local level and sent through channels to the MAJCOM level. Personnel in this job are responsible for preparing this report at the MAJCOM level. Duties which show their responsibility in this area include:

- Input courts-martial AMJAMS input data on computers
- Edit AMJAMS products
- Analyze AMJAMS reports
- Input Article 15 AMJAMS data on computers
- Retrieve data using computers
- Compile statistical data
- Process computer-generated Article 15 AMJAMS reports for distribution
- Prepare headquarters analyses of Article 15 AMJAMS inputs
- Review completed AMJAMS reports

VIII. AREA DEFENSE ADMINISTRATION (ADA) PERSONNEL (N=74). Like the Circuit Court Administrators, the Area Defense Administration (ADA) Personnel operate within the Legal Services Center. They support the Area Defense Counsel in the management and supervision of that office. The Area Defense Counsel performs all defense duties and serves as counsel in courts-martial, administrative discharge actions, Article 32 investigations, interrogation situations, Article 15 actions, military legal advisor in foreign criminal cases, and any other adverse action in which the individual is required to have representation. Members of this job:

Arrange office appointments  
Prepare and type client statements  
Type administrative correspondence  
Conduct client interviews  
Prepare and type case witness statements  
Prepare and type submissions of clemency matters to  
convening authority  
Coordinate with base legal office personnel on case loads

As a group, they perform an average of 129 tasks. Almost 60 percent of their relative job time is spent performing general office functions and ADA functions. The majority are 5-skill level. They average 113 months TAFMS, but average only 55 months TICF. Fifty-eight percent are in their first tour as Legal personnel.

IX. MILITARY JUSTICE-GCM PERSONNEL (N=17). These members represent Legal personnel serving at the General Court Martial (GCM) level. While performing an average of 116 tasks, they spend their job time performing military justice, Article 15, and general office functions. They perform tasks such as:

Review completed Article 15 AMJAMS inputs  
Review Report of Individual Person (RIP) for Article 15 actions  
Review completed Article 15 actions for administrative accuracy and legal sufficiency  
Review records of trial by courts-martial for administrative accuracy and legal sufficiency  
Prepare convening orders for typing

This is a fairly senior group, with 65 percent of the people holding DAFSC 70570. They average 96 months in the Legal career field and 162 months total service. Most members are serving as NCOIC or Assistant NCOIC of Military Justice. About one-fourth are supervising, and almost one-half are serving overseas.

X. MILITARY JUSTICE-SINGLE BASE GCM PERSONNEL (N=7). This small group, serving at the base level, represents a more junior group. They are generally 5-skill level personnel, with 71 percent serving in their first position as Legal personnel. They average 44 months as Legal specialists, with an average of 108 months in the service. Although junior in time, they are serving as either NCOIC or NCO of Military Justice. Typical tasks include:

Type administrative correspondence  
Prepare Article 15 AMJAMS inputs for typing  
Type messages  
Notify participants of courts-martial or boards

Draft charges and specifications for Article 15 actions  
Draft charges and specifications for court-martial actions  
Obtain and brief individuals for bailiff duties  
Prepare courtrooms for proceedings

Generally, they perform fewer tasks than members serving at the GCM level and spend more time on Article 15 procedures.

XI. NCOIC LAW OFFICE (N=41). These NCOICs represent 6 percent of the survey sample. They have a very diverse job, performing an average of 330 tasks. Their job time is divided among the various functions, such as military justice, claims, general office, civil law, and Article 15. As NCOICs, they generally oversee an office which is responsible for each of the major functional areas. Examples of tasks they perform are given below.

Establish work priorities  
Retrieve data using computers  
Distribute incoming mail  
Prepare administrative correspondence for typing  
Review suspense data for compliance  
Conduct client interviews  
Type administrative correspondence  
Review outgoing correspondence

Two-thirds of this group's members are 7-skill level supervisors. Close to one-half serve overseas. Although they are in NCOIC positions, they still perform many technical tasks.

XII. MILITARY JUSTICE PERSONNEL (N=160). Twenty-two percent of the survey sample work in the Military Justice Area. They provide administrative and technical support for Article 15 and for courts-martials. Overall, they spend about 42 percent of their time performing military justice functions and 23 percent performing Article 15 functions. They perform a wide range of tasks; average is 194. Like those in the Claims group, they are homogeneous because there is a high percentage of members performing each of the tasks. Tasks most commonly performed involve Article 15 procedures or actions. For example, they:

Draft charges and specifications for Article 15 actions  
Follow up on Article 15 AMJAMS inputs for typing  
Review Report of Individual Person (RIP) for Article 15 actions  
Provide advice to organizations on Article 15 procedures  
Process and distribute completed Article 15 actions at base level

Their military justice activities also involve pre-trial procedures, court-martial procedures and records of trial, post-trial procedures, and AMJAMS.

Most of the members of this group are 5- and 7-skill level personnel. On the average, they have served 59 months in the career ladder; however, 51 percent are in their first tour as Legal personnel. About one-third are serving overseas. Only about 15 percent supervise, indicating they are performing more of a technical job. Within the larger group, three separate jobs were identified. The first group includes 26 members who are spending much more time on Article 15 actions. The second group carries out tasks related to court actions, as well as nonjudicial actions and serves as NCOIC Military Justice. A small group of six people were classified as Military Justice Clerks. They perform tasks related to processing records, distributing orders, reports and forms, typing convening orders, and coordinating with trial personnel.

#### Comparison to Previous Survey

The jobs identified in this study were compared with those identified in the 1980 study to determine how the career ladder structure might have changed over the years. Table 4 shows that job titles differ somewhat between the two studies; however, the jobs appear to have remained fairly stable. Legal Services personnel work within several major areas: military justice, claims, civil law, and area defense. Within each of these job areas, members perform tasks related to that unique area with little cross-over into the other areas. Supervisory personnel in charge of law offices, on the other hand, perform tasks related to civil law, claims, and military justice. Personnel working out of the Legal Services Center generally work either area defense or the circuit courts.

Within the functional areas of the career ladder, there appears to have been a slight shift in the percent of members working within the areas. For instance, in 1980, 34 percent were found within the military justice area, while in the current sample 27 percent were included within this functional area. In the current sample, those in the claims group represented 30 percent of the sample vs 24 percent in 1980. Civil law was not identified as a separate area in the 1980 study, but was included under an Administrative Supervisors group. Although, the titles are different, the jobs of these two groups are the same.

#### ANALYSIS OF DAFSC GROUPS

An examination of DAFSC groups, along with the analysis of the specialty jobs, is an important part of each occupational analysis. The DAFSC analysis reveals similarities and differences among the various skill levels based upon the tasks they perform and the relative time spent on particular duties. The

TABLE 4  
COMPARISON TO PREVIOUS SURVEY

	1980	1988
ADMINISTRATIVE SUPERVISORS (N=15)	-----	CIVIL LAW PERSONNEL (N=29)
AREA DEFENSE PERSONNEL (N=64)	-----	AREA DEFENSE ADMINISTRATION PERSONNEL (N=74)
ADMINISTRATIVE PERSONNEL (N=6)	-----	EXECUTIVE SUPPORT PERSONNEL (N=7)
LEGAL CLERKS (N=12)	-----	CIVIL LAW PERSONNEL (N=29)
LEGAL SUPERVISORS (N=96)	-----	[ LAW OFFICE MANAGERS (N=124) SR MANAGERS (N=7) NCOIC LAW OFFICE (N=41) ]
NCOICs, MILITARY JUSTICE (N=156)	[ ----- ]	[ MILITARY JUSTICE PERSONNEL (N=160) MILITARY JUSTICE - GCM PERSONNEL (N=17) MILITARY JUSTICE - SINGLE BASE GCM PERSONNEL (N=7) MAJCOM AMJAMS PERSONNEL (N=5) ]
CLAIMS PERSONNEL (N=125)	-----	CLAIMS PERSONNEL (N=218)
CLAIMS ADVISORS (N=9)	-----	----- [ MILITARY JUSTICE PERSONNEL (N=160) ]
MILITARY JUSTICE AND CLAIMS PERSONNEL (N=7)	-----	----- [ MILITARY JUSTICE PERSONNEL (N=160) ]

information is used to assess the accuracy of career ladder documents such as the Specialty Descriptions (AFR 39-1) and the Specialty Training Standard (STS), as well as to determine potential training needs.

Table 5 presents the relative percent time spent in each duty across skill levels. This table illustrates the pattern of career progression in the ladder. As shown, 3-, 5-, and 7-skill level personnel focus their time in the technical areas. The 7-skill level personnel begin to develop some supervisory experience, but time spent on management functions is not predominant until they reach the 9- and CEM level. At the technician level, only about 19 percent of their job time is spent on management tasks. Superintendents spend 38 percent of their job time on supervisory or management tasks and career ladder Managers (AFSC 70500) spend 55 percent of their time providing administrative support for the career ladder. All skill-level personnel spend about one-fourth of their job time providing general office support. Specific skill levels are discussed below.

DAFSC 70530/70550. A comparison of duty and task performance between 3-skill level and 5-skill level personnel suggests the jobs they perform are essentially the same; therefore, they are discussed as one group. Three- and 5-skill level personnel represent 45 percent of the survey sample. Their time is concentrated in the areas of claims, general office functions, and military justice. Fifty-one percent say they work at the Special Court Martial (SPCM) level, 18 percent work at the Single Base General Court Martial (GCM) level, and 17 percent work at the Air Force Legal Services Det (Circuit Court, ADA).

The 3- and 5-skill level personnel perform many tasks in common. The tasks which show differences between the skills generally are administrative tasks and a few tasks related to the law library. Personnel from the combined skill levels perform an average of 138 tasks. Table 6 presents representative tasks performed by these airmen.

The distribution of skill-level personnel across the career ladder job areas is displayed in Table 7. As would be expected, most 3- and 5-skill level personnel are found within the technical jobs identified in the career ladder structure analysis. Table 7 shows that 38 percent are included in the Claims Personnel job, 29 percent within the Military Justice job, and 16 percent within the Area Defense Administration job.

DAFSC 70570. The 7-level technicians make up 46 percent of the survey sample. They perform in the same duties as the specialists; however, they spend less time in the technical areas. Their job titles show progression since they are serving as NCOIC Claims, Military Justice, Base Legal office, and Law Office Manager. A little less than one-half of the technicians supervise, further defining their job as technical. Fifty-seven percent work at the SPCM level, 12 percent at Single Base GCM, and 10 percent at GCM level. Twenty-seven percent of these technicians are included within the Claims Personnel job, 19 percent within the Military Justice Personnel job, and 21 percent within the Law Officer Managers group.

TABLE 5  
AVERAGE PERCENT TIME SPENT ON DUTIES BY SKILL LEVEL GROUPS  
(PERCENT MEMBERS RESPONDING)\*

DUTIES	70530/ (N=334)	70550 (N=337)	70570 (N=46)	70590 (N=46)	70500 (N=21)
A. ORGANIZING AND PLANNING	3	6	11	11	14
B. DIRECTING AND IMPLEMENTING	3	8	16	16	24
C. EVALUATING AND INSPECTING	2	5	11	11	17
D. TRAINING	1	4	9	9	11
E. PERFORMING GENERAL OFFICE FUNCTIONS	25	26	24	24	22
F. PERFORMING CIVIL LAW AND ASSOCIATED FUNCTIONS	6	6	8	8	2
G. PERFORMING ARTICLE 15 FUNCTIONS	9	7	3	3	2
H. PERFORMING MILITARY JUSTICE FUNCTIONS	16	14	8	8	5
I. PERFORMING AREA DEFENSE ADMINISTRATOR (ADA) FUNCTIONS	4	1	-	-	-
J. PERFORMING COURT REPORTING FUNCTIONS	2	1	-	-	-
K. PERFORMING AIR FORCE CLAIMS FUNCTIONS	26	19	6	6	-
L. PERFORMING LAW LIBRARY FUNCTIONS	2	3	4	2	-
M. PERFORMING INTERNATIONAL LAW FUNCTIONS	-	-	-	-	-

\* Columns may not add to 100 percent due to rounding  
- Indicates less than 1 percent

TABLE 6  
REPRESENTATIVE TASKS PERFORMED BY  
DAFSC 70530/70550 AIRMEN  
(N=334)

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
E123 ANSWER TELEPHONES	99
E163 REPRODUCE MATERIALS AND DOCUMENTS USING REPRODUCTION MACHINES	93
E171 TYPE ADMINISTRATIVE CORRESPONDENCE	91
E134 FILE CORRESPONDENCE	88
E165 RETRIEVE DATA USING COMPUTERS	80
E147 PREPARE ADMINISTRATIVE CORRESPONDENCE FOR TYPING	80
E153 PREPARE CORRESPONDENCE FOR FILING	80
E175 VERIFY ELIGIBILITY OF CLIENTS FOR LEGAL ASSISTANCE	79
E146 POST CHANGES TO STANDARD PUBLICATIONS	79
E124 ARRANGE OFFICE APPOINTMENTS	78
E174 TYPE MESSAGES	78
E160 PROCESS OUTGOING MAIL	77
E162 REFER CLIENTS TO OTHER SUPPORTIVE AGENCIES	76
E126 COMPILE STATISTICAL DATA	75
E132 DISTRIBUTE INCOMING MAIL	73
E125 ATTEND STAFF MEETINGS	72
F230 WITNESS EXECUTION OF WILLS	72
E172 TYPE ADMINISTRATIVE REPORTS	71
E168 SORT INCOMING MAIL	70
F178 ASSIST IN PREPARATION OF LEGAL ASSISTANCE CARDS	69
E141 OBTAIN SUPPLIES	69
E154 PREPARE MESSAGES FOR TYPING	68
E138 MAINTAIN OFFICE EQUIPMENT	68
E148 PREPARE ADMINISTRATIVE REPORTS FOR TYPING	66
E136 HAND-CARRY PRIORITY COMMUNICATIONS OR DOCUMENTS TO INTERNAL ACTION OFFICES	65
E166 REVIEW SUSPENSE DATES FOR COMPLIANCE	65
E142 ORDER BLANK FORMS	64
E156 PREPARE REQUISITIONS FOR REPRODUCTION SERVICES	64
E127 CONDUCT CLIENT INTERVIEWS	63
F223 TYPE POWERS OF ATTORNEY	63

TABLE 7  
DISTRIBUTION OF DAFSC GROUP MEMBERS ACROSS CAREER LADDER JOB GROUPS  
(PERCENT MEMBERS)\*

<u>JOB GROUPS</u>	<u>70530/ 70550 (N=334)</u>	<u>70570 (N=337)</u>	<u>70590 (N=46)</u>	<u>70500 (N=21)</u>
I. SR Managers (STG28, N=7)	0	0	2	29
II. Claims Personnel (STG19, N=218)	38	27	2	0
III. Civil Law Personnel (STG36, N=29)	5	4	0	0
IV. Circuit Court Administrators (STG55, N=12)	1	2	7	5
V. Law Office Managers (STG40, N=124)	2	21	76	52
VI. Executive Support Personnel (STG82, N=7)	-	2	0	0
VII. MAJCOM AMJAMS Managers (STG47, N=5)	1	1	0	0
VIII. Area Defense Administration (ADA) Personnel (STG68 N=74)	16	6	0	0
IX. Military Justice-GCM Personnel (STG94, N=17)	1	3	2	0
X. Military Justice-Single Base GCM Personnel (STG67, N=7)	1	-	0	0
XI. NCOJC Law Office (STG62, N=41)	3	8	7	0
XII. Military Justice Personnel (STG60, N=160)	29	19	0	0
Other	3	7	4	14

\* Columns may not add to 100 percent due to rounding  
- Indicates less than 1 percent

The Legal Service technicians perform an average of 156 tasks vs an average of 138 tasks for the specialists. Representative tasks are given in Table 8. The 7-level and the specialists-level personnel perform many of the same tasks. Tasks which highlight some differences between these two levels are shown in Table 9. Generally, tasks showing substantial differences involve supervision.

DAFSC 70590. At the 9-skill level, time spent on supervisory and management functions shows a definite increase. These 46 members (6 percent of the survey sample) spend 38 percent of their time on management activities and 24 percent on general office functions. Although they still perform technical tasks, their performance involves more reviewing rather than actual technical performance. Eighty-nine percent of the DAFSC 70590 personnel supervise. Slightly over three-fourths of these members are working within the Law Office Managers job group. This further supports their roles as supervisory and reviewing officials. Level of assignment shifts slightly when moving from the 7-level to the 9-level. Seventeen percent of this group's incumbents are at Major Command level. More 9-level members are also working as Circuit Court Administrators.

Members perform an average of 174 tasks. Examples of tasks performed are shown in Table 10. As shown, even at the 9-skill level, members still perform such routine tasks as answer telephones and reproduce materials and documents using reproductive machines. Differences between 7-skill level and 9-skill level airmen are given in Table 11. As shown, technical claims tasks are more likely to be performed by 7-skill level personnel, while inspecting, directing, and evaluating tasks are performed by more DAFSC 70590 personnel.

DAFSC 70500. Twenty-one Legal Service Managers (DAFSC 70500) completed the job inventory. These members fill roles at the highest career ladder levels. Their job titles include Command Legal Services Manager, Chief Court Administrator, Circuit Court Administrator, and Law Office Manager. Although they supervise, their position is one of management. In contrast with the 9-skill level Superintendents, CEM-level personnel perform very few technical tasks. Examples of tasks performed are given in Table 12, while tasks which distinguish between the 9- and CEM level are shown in Table 13. Nine-skill level personnel are still performing both routine tasks and some higher level tasks, such as advising or assisting with tax returns, claims, and powers of attorney. CEM-level personnel are more apt to conduct staff assistance visits, supervise superintendents, and schedule conferences.

TABLE 8  
REPRESENTATIVE TASKS PERFORMED BY  
DAFSC 70570 AIRMEN  
(N=337)

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
E123 ANSWER TELEPHONES	99
E163 REPRODUCE MATERIALS AND DOCUMENTS USING REPRODUCTION MACHINES	95
E171 TYPE ADMINISTRATIVE CORRESPONDENCE	91
E134 FILE CORRESPONDENCE	88
E165 RETRIEVE DATA USING COMPUTERS	86
E147 PREPARE ADMINISTRATIVE CORRESPONDENCE FOR TYPING	86
E126 COMPILE STATISTICAL DATA	82
E125 ATTEND STAFF MEETINGS	82
E153 PREPARE CORRESPONDENCE FOR FILING	81
E154 PREPARE MESSAGES FOR TYPING	80
E174 TYPE MESSAGES	79
E160 PROCESS OUTGOING MAIL	79
E132 DISTRIBUTE INCOMING MAIL	78
E168 SORT INCOMING MAIL	77
E141 OBTAIN SUPPLIES	77
A10 ESTABLISH WORK PRIORITIES	75
E124 ARRANGE OFFICE APPOINTMENTS	75
A7 ESTABLISH ADMINISTRATIVE FILES	75
E148 PREPARE ADMINISTRATIVE REPORTS FOR TYPING	74
E172 TYPE ADMINISTRATIVE REPORTS	74
E138 MAINTAIN OFFICE EQUIPMENT	74
C59 CONDUCT SELF-INSPECTIONS	73
E162 REFER CLIENTS TO OTHER SUPPORTIVE AGENCIES	73
E166 REVIEW SUSPENSE DATES FOR COMPLIANCE	73
E156 PREPARE REQUISITIONS FOR REPRODUCTION SERVICES	72
F230 WITNESS EXECUTION OF WILLS	69
E175 VERIFY ELIGIBILITY OF CLIENTS FOR LEGAL ASSISTANCE	69
C78 REVIEW OUTGOING CORRESPONDENCE	69
B30 DIRECT DRAFTING OF CORRESPONDENCE, MESSAGES, OR REPORTS	68
E146 POST CHANGES TO STANDARD PUBLICATIONS	68

TABLE 9

TASKS WHICH BEST DIFFERENTIATE BETWEEN  
 DAFSC 70530/70550 AND 70570 PERSONNEL  
 (PERCENT MEMBERS RESPONDING)

<u>TASKS</u>	70530/ 70550 (N=334)	70570 (N=337)
K507 PREPARE CLAIM LABELS	58	42
*****	*****	*****
B29 COUNSEL SUBORDINATES	12	50
B53 SUPERVISE LEGAL SERVICE SPECIALISTS (AFSC 70550)	6	41
C79 WRITE APR	8	42
A23 SCHEDULE LEAVES AND PASSES	20	51
B43 ORIENT NEWLY ASSIGNED PERSONNEL	26	56
D91 COUNSEL TRAINEES ON TRAINING PROGRESS	9	38
B46 PREPARE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	13	40
B31 DIRECT MAINTENANCE OF ADMINISTRATIVE FILES	38	64
D85 CONDUCT ON-THE-JOB TRAINING (OJT) PROGRAMS	16	42
B30 DIRECT DRAFTING OF CORRESPONDENCE, MESSAGES, OR REPORTS	42	68
A19 PLAN WORK ASSIGNMENTS	36	61
B52 SUPERVISE CIVILIAN PERSONNEL	6	32

TABLE 10  
REPRESENTATIVE TASKS PERFORMED BY  
DAFSC 70590 AIRMEN  
(N=46)

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
E123 ANSWER TELEPHONES	96
E163 REPRODUCE MATERIALS AND DOCUMENTS USING REPRODUCTION MACHINES	96
C78 REVIEW OUTGOING CORRESPONDENCE	93
B30 DIRECT DRAFTING OF CORRESPONDENCE, MESSAGES, OR REPORTS	93
A18 PLAN USE OF OFFICE EQUIPMENT	93
E126 COMPILE STATISTICAL DATA	93
B31 DIRECT MAINTENANCE OF ADMINISTRATIVE FILES	93
E150 PREPARE BRIEFINGS	93
B29 COUNSEL SUBORDINATES	93
B43 ORIENT NEWLY ASSIGNED PERSONNEL	93
A10 ESTABLISH WORK PRIORITIES	91
E125 ATTEND STAFF MEETINGS	91
C59 CONDUCT SELF-INSPECTIONS	91
B42 MANAGE BUDGETS	89
E147 PREPARE ADMINISTRATIVE CORRESPONDENCE FOR TYPING	89
E148 PREPARE ADMINISTRATIVE REPORTS FOR TYPING	89
B34 IMPLEMENT BUDGETS	89
B46 PREPARE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	89
B45 PREPARE OFFICE ROSTERS	89
A23 SCHEDULE LEAVES AND PASSES	89
B25 ASSIGN PERSONNEL TO DUTY POSITIONS	89
E166 REVIEW SUSPENSE DATES FOR COMPLIANCE	87
A19 PLAN WORK ASSIGNMENTS	87
C79 WRITE APR	87
A3 DEVELOP BUDGETS	87
C58 ANALYZE SELF-INSPECTION REPORTS	87
C64 EVALUATE INDIVIDUALS FOR AWARDS OR DECORATIONS	87
B33 DIRECT MAINTENANCE OF WORKSPACE	87
A20 PREPARE JOB DESCRIPTIONS	87
B55 SUPERVISE LEGAL SERVICE TECHNICIANS (AFSC 70570)	85

TABLE 11  
TASKS WHICH BEST DIFFERENTIATE BETWEEN  
DAFSC 70570 AND 70590 PERSONNEL  
(PERCENT MEMBERS RESPONDING)

<u>TASKS</u>	<u>70570 (N=337)</u>	<u>70590 (N=46)</u>
K519 PREPARE VOUCHERS FOR PAYMENT OF CLAIMS	42	13
K499 PERFORM FOLLOW-UP ACTIONS ON INCOMPLETE MAIL-IN CLAIMS	34	7
K508 PREPARE CLAIMANT INSTRUCTION PACKETS	38	11
E174 TYPE MESSAGES	79	52
K476 ANNOTATE CLAIMS FUNDS LOGS	38	11
G254 PREPARE SUSPENSE LOGS FOR ARTICLE 15 ACTIONS	28	2
K506 PREPARE CARRIER RECOVERY CLAIMS FOR SET OFF	34	9
K553 SUSPENSE PAYMENT VOUCHERS	30	4
K493 MAINTAIN CLAIMS LOGS	38	13
K525 PROCESS CARRIER RECOVERY CLAIMS FOR SETTLEMENTS	38	13
* * * * *		
B25 ASSIGN PERSONNEL TO DUTY POSITIONS	28	89
A20 PREPARE JOB DESCRIPTIONS	28	87
C73 INTERVIEW POTENTIAL RETRAINEES FOR LEGAL CAREER FIELD	30	85
A1 ASSIGN SPONSORS FOR NEWLY ASSIGNED PERSONNEL	28	83
B55 SUPERVISE LEGAL SERVICE TECHNICIANS (AFSC 70570)	31	85
C67 EVALUATE POTENTIAL RETRAINEES FOR LEGAL CAREER FIELD	28	83
C64 EVALUATE INDIVIDUALS FOR AWARDS OR DECORATIONS	32	87
D95 DIRECT OJT PROGRAMS	23	76
C66 EVALUATE OPERATING PROCEDURES FOR LEGAL FUNCTIONS	24	76
A12 PLAN FACILITY LAYOUTS	27	78
B35 IMPLEMENT COST REDUCTION PROGRAMS	18	70
C72 INSPECT LEGAL OFFICE OPERATIONS	27	78

TABLE 12  
REPRESENTATIVE TASKS PERFORMED BY  
DAFSC 70500 AIRMEN  
(N=21)

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
C78 REVIEW OUTGOING CORRESPONDENCE	95
B29 COUNSEL SUBORDINATES	95
B50 SERVE ON BOARDS, COMMITTEES, OR COUNCILS	95
E126 COMPILE STATISTICAL DATA	90
E125 ATTEND STAFF MEETINGS	90
C64 EVALUATE INDIVIDUALS FOR AWARDS OR DECORATIONS	90
A3 DEVELOP BUDGETS	90
E123 ANSWER TELEPHONES	86
B44 PREPARE MANPOWER JUSTIFICATIONS	86
E150 PREPARE BRIEFINGS	86
B28 CONDUCT STAFF ASSISTANCE VISITS	81
A10 ESTABLISH WORK PRIORITIES	81
B30 DIRECT DRAFTING OF CORRESPONDENCE, MESSAGES, OR REPORTS	81
E147 PREPARE ADMINISTRATIVE CORRESPONDENCE FOR TYPING	81
B41 INTERPRET DIRECTIVES	81
B25 ASSIGN PERSONNEL TO DUTY POSITIONS	81
B46 PREPARE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	81
C79 WRITE APR	81
B42 MANAGE BUDGETS	76
B55 SUPERVISE LEGAL SERVICE TECHNICIANS (AFSC 70570)	76
C58 ANALYZE SELF-INSPECTION REPORTS	76
E148 PREPARE ADMINISTRATIVE REPORTS FOR TYPING	76
A23 SCHEDULE LEAVES AND PASSES	76
E154 PREPARE MESSAGES FOR TYPING	76
E140 MAKE TRANSPORTATION ARRANGEMENTS	76
A20 PREPARE JOB DESCRIPTIONS	76
A1 ASSIGN SPONSORS FOR NEWLY ASSIGNED PERSONNEL	76
C63 EVALUATE EFFICIENCY OF LEGAL OFFICE ACTIONS	71
C67 EVALUATE POTENTIAL RETRAINEES FOR LEGAL CAREER FIELD	71
A19 PLAN WORK ASSIGNMENTS	71

TABLE 13  
TASKS WHICH BEST DIFFERENTIATE BETWEEN  
DAFSC 70590 AND 70500 PERSONNEL  
(PERCENT MEMBERS RESPONDING)

<u>TASKS</u>	70590 (N=46)	70500 (N=21)
F176 ADVISE OR ASSIST CLIENTS ON PREPARATION OF FEDERAL OR STATE INCOME TAX RETURNS	65	10
F204 PROCESS OFF-DUTY EMPLOYMENT APPLICATIONS	59	5
F192 PREPARE POWERS OF ATTORNEY FOR TYPING	70	19
F141 OBTAIN SUPPLIES	83	33
F223 TYPE POWERS OF ATTORNEY	63	14
F208 PROVIDE GUIDANCE TO CLIENTS ON POWERS OF ATTORNEY	72	24
K474 ADVISE CLAIMANTS ON CLAIMS FILING PROCEDURES	48	0
B45 PREPARE OFFICE ROSTERS	89	43
E156 PREPARE REQUISITIONS FOR REPRODUCTION SERVICES	70	24
F178 ASSIST IN PREPARATION OF LEGAL ASSISTANCE CARDS	70	24
E124 ARRANGE OFFICE APPOINTMENTS	78	33
* * * * *		
B28 CONDUCT STAFF ASSISTANCE VISITS	43	81
B54 SUPERVISE LEGAL SERVICE SUPERINTENDENTS (AFSC 70590)	6	33
E167 SCHEDULE CONFERENCES	41	62

## ANALYSIS OF AFSC 705X0 AFR 39-1 SPECIALTY DESCRIPTIONS

Survey data were compared to the AFR 39-1 Specialty Descriptions for the Legal Services career ladder. These descriptions are intended to give a broad overview of the duties and tasks performed in each skill level of a specialty. The October 1988 AFR 39-1 Specialty Description changes the name of the career ladder to Paralegal. Other changes are minor.

The skill-level descriptions appear to generally reflect the responsibilities of Air Force legal personnel. In evaluating the skill levels for the career ladder, it was found that the tasks performed by the specialists and the technicians are very similar. The largest difference is in the supervisory or administrative tasks performed at the 7-skill level. The specialty descriptions show differences between the skill levels which may be artificial. For example, personnel at the 5-skill level are involved in the Legal Assistance Program which is described at the 7-skill level but not at the 5-skill level.

The lead statement for the Paralegal Specialist description is "Takes and transcribes verbatim records, by stenomask techniques, of legal proceedings including conferences, hearings, boards, and courts-martial." While this is part of their job, they spend more time performing tasks in other areas. The data show from 26 to 35 percent of the specialists and technicians transcribe proceedings, such as boards, hearings, and oral depositions. Lower percentages of personnel transcribe either summarized or verbatim records of trials. In addition, few members prepare and type court reporter chronologies. While court reporting functions are a part of the Paralegal job and tasks are considered important for training, emphasis should be placed on performance of other military justice procedures and claims tasks.

The job descriptions need to be refined and restructured using OSR data.

## SPECIALTY TRAINING

Occupational survey data are a source of information which may be used to determine requirements for training and relevancy of training documents. Factors which may be used to review training are primarily percent members performing tasks and, secondarily, training emphasis (TE) and task difficulty (TD) ratings. TE ratings show which tasks experienced personnel in the career ladder feel are important for newly enlisted members to know to be able to do their jobs. These ratings do not necessarily imply that training must be in a resident training course; training may be provided through such means as OJT, FTD, and CDCs. Senior personnel rate each task on a scale of 0 through 9, 0 indicating no training is required and 9 indicating very high emphasis should be placed on training that task. These ratings are processed to produce a rank-order listing of tasks from a high degree of emphasis to no training required. The TD ratings provide a guide as to how difficult the tasks are to learn. The average TD rating is set to five so this value can be used as a

reference to determine how much time will be needed to teach task knowledge or performance. These factors may assist managers in determining the most appropriate tasks to train and the most appropriate type of training to provide: formal training (structured), Career Development Course (CDC), or OJT (supplementary or advanced).

#### First-Assignment Personnel

First-assignment personnel are the target group for the initial resident training course. Senior members provide information which can be used by training personnel to develop or review training programs. For example, percent members performing task data are available for first-job (1-24 months TICF) and first-assignment (1-48 months TICF) groups. Background data provide such information as areas where respondents work and equipment used. Data from the career ladder structure analysis show the type of jobs being performed by newly assigned airmen. TE and TD ratings provide a consensus from experienced raters in what they consider important for training and how difficult the tasks are to learn.

First-tour personnel comprise 37 percent of all AFSC 705X0 personnel. Of the 293 first-tour personnel, 22 percent have been in the career ladder less than 1 year, and 53 percent have been Legal specialists less than 2 years. Sixty percent have obtained 5-skill level.

They spend 26 percent of their job time performing claims functions, 25 percent on general office functions, 15 percent on military justice functions, 9 percent on Article 15 functions, and 6 percent on civil law functions. Figure 2 shows 39 percent of the first-tour personnel are included in the claims job. Thirty-one percent are involved in jobs within the military justice area. An additional 15 percent are included in the Area Defense Administration job. In line with this, 43 percent give job titles in the claims area; 33 percent in the military justice area; 16 percent as Area Defense Administration area; and 8 percent in civil law. Representative tasks performed are listed in Table 14.

#### Training Emphasis (TE) Ratings

Table 15 lists tasks with the highest TE ratings. These tasks show the type of performance or knowledge considered important for training by senior technicians. These examples also illustrate the various types of data (percent members performing, training emphasis, and task difficulty) which can be used to review training documents. In Table 15, all of the tasks have TE ratings at least one standard deviation above the mean, which indicates these tasks should be considered for training. Several of the tasks also have above average TD ratings, which suggests these are also difficult tasks to learn.

In all, 106 tasks were rated high in TE (4.24 or above). A few of the tasks rated high in TE have around 30 percent of the first-term members performing. Criticality is usually a consideration when assigning a TE value and this is reflected in the high ratings, although the percent members performing

CAREER LADDER SPECIALTY JOBS  
1-48 MONTHS TICF  
(N=293)

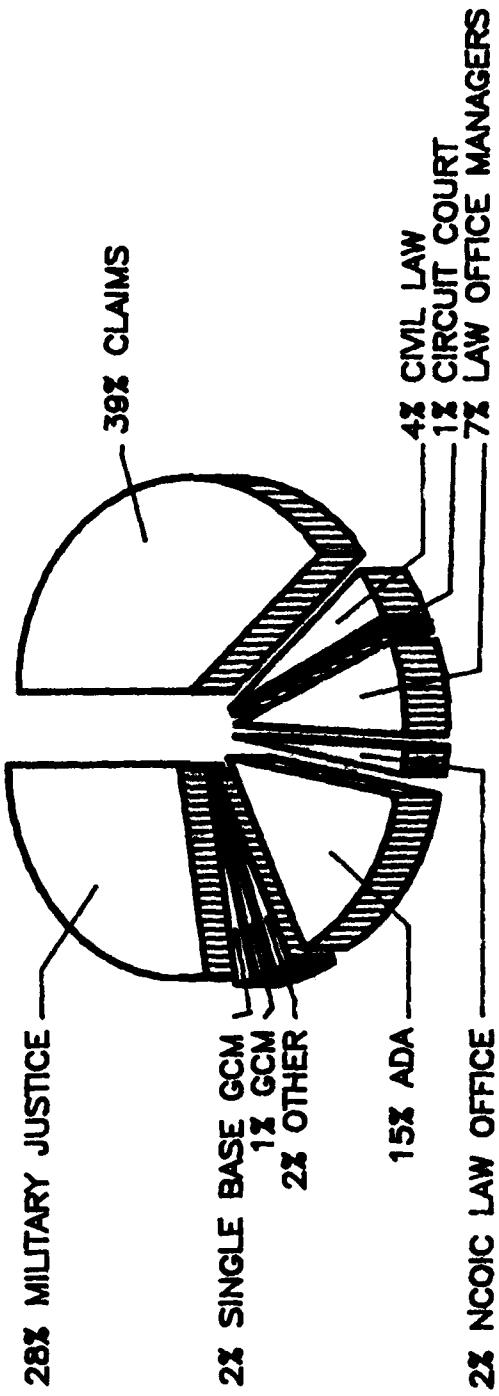


FIGURE 2

TABLE 14

REPRESENTATIVE TASKS PERFORMED BY  
 DAFSC 705X0 AIRMEN WITH 1-48 MONTHS TICF  
 (N=293)

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
E123 ANSWER TELEPHONES	99
E171 TYPE ADMINISTRATIVE CORRESPONDENCE	93
E163 REPRODUCE MATERIALS AND DOCUMENTS USING REPRODUCTION MACHINES	92
E134 FILE CORRESPONDENCE	86
E165 RETRIEVE DATA USING COMPUTERS	82
E147 PREPARE ADMINISTRATIVE CORRESPONDENCE FOR TYPING	80
E124 ARRANGE OFFICE APPOINTMENTS	79
E153 PREPARE CORRESPONDENCE FOR FILING	79
E175 VERIFY ELIGIBILITY OF CLIENTS FOR LEGAL ASSISTANCE	78
E174 TYPE MESSAGES	76
E160 PROCESS OUTGOING MAIL	76
E126 COMPILE STATISTICAL DATA	74
E125 ATTEND STAFF MEETINGS	74
E162 REFER CLIENTS TO OTHER SUPPORTIVE AGENCIES	73
E146 POST CHANGES TO STANDARD PUBLICATIONS	73
E132 DISTRIBUTE INCOMING MAIL	73
F230 WITNESS EXECUTION OF WILLS	72
E172 TYPE ADMINISTRATIVE REPORTS	71
E138 MAINTAIN OFFICE EQUIPMENT	70
F178 ASSIST IN PREPARATION OF LEGAL ASSISTANCE CARDS	69
E168 SORT INCOMING MAIL	68
E154 PREPARE MESSAGES FOR TYPING	68
E141 OBTAIN SUPPLIES	67
E166 REVIEW SUSPENSE DATES FOR COMPLIANCE	65
E127 CONDUCT CLIENT INTERVIEWS	65
E136 HAND-CARRY PRIORITY COMMUNICATIONS OR DOCUMENTS TO INTERNAL ACTION OFFICES	63
E156 PREPARE REQUISITIONS FOR REPRODUCTION SERVICE	63
E148 PREPARE ADMINISTRATIVE REPORTS FOR TYPING	63
E140 MAKE TRANSPORTATION ARRANGEMENTS	62
F223 TYPE POWERS OF ATTORNEY	61

TABLE 15

EXAMPLES OF TASKS RATED HIGH IN TRAINING EMPHASIS  
(PERCENT 1-48 MONTHS TICF PERFORMING)

<u>TASKS</u>	<u>TRAINING EMPHASIS*</u>	<u>1-48 TICF</u>	<u>TASK DIFFICULTY**</u>
K473 ADJUDICATE CLAIMS	7.56	56	6.56
G234 DRAFT CHARGES AND SPECIFICATIONS FOR ARTICLE 15 ACTIONS	6.98	45	6.25
K536 PROCESS PERSONNEL CLAIMS UNDER CHAPTER 6	6.69	48	5.77
K480 ASSERT CARRIER RECOVERY CLAIMS	6.60	50	5.26
K477 ASSEMBLE CLAIMS FILES	6.56	55	4.60
J470 TRANSCRIBE PROCEEDINGS, SUCH AS BOARDS, HEARINGS, ORAL DEPOSITIONS, ETC.	6.53	32	7.47
J472 TRANSCRIBE VERBATIM RECORDS OF TRIALS	6.36	20	7.60
G237 INPUT ARTICLE 15 AUTOMATED MILITARY JUSTICE ANALYSIS AND MANAGEMENT SYSTEM (AMJAMS) DATA ON COMPUTERS	6.35	38	5.29
K474 ADVISE CLAIMANTS ON CLAIMS FILING PROCEDURES	6.18	60	5.02
H329 PREPARE DD FORMS 458 (CHARGE SHEET) FOR TYPING	6.13	34	6.17
H298 DRAFT CHARGES AND SPECIFICATIONS FOR COURT-MARTIAL ACTIONS	6.11	30	6.51
J471 TRANSCRIBE SUMMARIZED RECORDS OF TRIALS	6.11	17	7.31
K483 CONDUCT CLAIMS INSPECTIONS	6.11	48	5.48
J468 RECORD PROCEEDINGS USING STENOMASK	5.96	44	7.43
G241 PREPARE ARTICLE 15 AMJAMS INPUTS FOR TYPING	5.91	42	4.85
J459 ASSEMBLE RECORDS OF TRIALS	5.91	26	6.46
K484 CONDUCT CLAIMS INVESTIGATIONS	5.91	39	6.15
H301 INPUT COURTS-MARTIAL AMJAMS INPUT DATA ON COMPUTERS	5.75	27	5.48
H354 PROCESS COURTS-MARTIAL ORDERS	5.69	29	5.43
K487 DETERMINE PROPER CHAPTER FOR CLAIMS	5.69	50	5.75
K530 PROCESS DD FORMS 1840R (JOINT STATEMENT OF LOSS OR DAMAGE AT DELIVERY)	5.65	54	4.06
K512 PREPARE DD FORMS 1840R	5.64	52	4.09
K525 PROCESS CARRIER RECOVERY CLAIMS FOR SETTLEMENTS	5.44	40	5.29
G261 REVIEW COMPLETED ARTICLE 15 AMJAMS INPUTS	5.42	38	5.24
K524 PROCESS CARRIER RECOVERY CLAIMS FOR SET OFF	5.42	39	5.31

\* Training emphasis average is 2.80, with a SD of 1.44  
\*\* Task difficulty average is 5.0, with a SD of 1.0

is fairly low. A complete listing of the tasks in TE order is provided to the technical training school as part of the Training Extract. Tasks rated highest in TD are shown in Table 16. The data in these tables should assist career ladder managers to determine the most important tasks for overall training.

### Training Documents

Percent members performing tasks, along with TE and TD, were used to assess the AFSC 705X0 Specialty Training Standard (STS). Survey data were also used to review the basic course. Personnel from the school matched inventory tasks to appropriate sections of the STS and the POI. Based on these matchings, computer listings displaying percent members performing, TE and TD ratings were obtained. These computer products are contained in the Training Extract, which is provided for the training managers' review. A new product, the Automated Training Indicator (ATI) has been added to the Training Extract. The ATI give technical school personnel an objective, categorical training decision indicator based on Atch 1, ATCR 52-22.

### AFSC 705X0 Specialty Training Standard (STS)

To review the current STS, computer products were created which matched the inventory tasks to the 705X0, Legal Services, STS dated February 1986 with changes April 1987, July 1987, March 1988, and April 1988. Copies of the computer products are included in the Training Extract. Information in these printouts includes ATI, TE, TD, and percent members performing for first-job (1-24 months TICF), first-tour (1-48 months TICF), and 5- and 7-skill level personnel. Tasks not matched to any elements of the STS are listed at the end of the STS display.

Generally, those STS elements with tasks referenced to them were supported by at least 20 percent of a specialty group. Specific elements which reflect low percent members performing are shown in Table 17. Members of this career ladder perform a variety of jobs. The diversity of jobs within the career ladder results in low percentages of personnel performing tasks. The two primary functional areas within the career ladder, claims and military justice, are generally supported. Other areas, such as Civil Law (see Table 17), are performed by low overall percentages; however, they do represent a specific job being performed within the career ladder.

Table 18 presents examples of tasks not referenced to the STS. Many of these tasks are related to general office functions. Since personnel entering the career ladder cross-trained from the Administration career ladder, they have already received training in office skills. Other unmatched tasks cover all job areas; i.e., military justice, claims, civil law, and Area Defense Administration (ADA). ADA responsibilities are not covered in the STS. Personnel working Circuit Courts or ADA represent specialized functions within the career ladder. Tasks related to these specialty areas do not show sufficient overall percentages to require inclusion in the STS; however, they do represent specific jobs identified in the career ladder structure. Personnel

TABLE 16

EXAMPLES OF TASKS RATED HIGH IN TASK DIFFICULTY  
(PERCENT 1-48 MONTHS TICF PERFORMING)

<u>TASKS</u>	<u>TSK DIF*</u>	<u>1-48 TICF</u>	<u>49-96 TICF</u>	<u>97+ TICF</u>	<u>TNG</u>	<u>EMP**</u>
K518 PREPARE SEVEN-POINT MEMORANDUM	7.81	11	14	10	3.62	
E129 DEVELOP PROGRAMS FOR COMPUTERS	7.73	20	13	12	2.13	
J472 TRANSCRIBE VERBATIM RECORDS OF TRIALS	7.60	20	3	12	6.36	
K533 PROCESS MEDICAL MALPRACTICE CLAIMS UNDER CHAPTER 12	7.49	11	14	7	3.69	
J470 TRANSCRIBE PROCEEDINGS SUCH AS BOARDS, HEARINGS, ORAL DEPOSITIONS, ETC.	7.47	32	32	21	6.53	
J468 RECORD PROCEEDINGS USING STENOMASK	7.43	44	35	23	5.96	
D119 WRITE TEST ITEMS	7.43	1	1	3	.31	
M591 PREPARE FOR LAWSUITS IN FOREIGN COUNTRIES	7.34	0	1	1	1.56	
D117 WRITE CDC MATERIALS	7.33	0	0	1	.35	
J471 TRANSCRIBE SUMMARIZED RECORDS OF TRIALS	7.31	17	13	13	6.11	
K505 PREPARE BRIEFS ON POTENTIAL CLAIMS OF MAJOR ACCIDENTS OR INCIDENTS FOR HQ USAF JUDGE ADVOCATE	7.24	4	5	5	2.16	
B44 PREPARE MANPOWER JUSTIFICATIONS	7.10	8	10	40	1.64	
M601 PROCESS INTERNATIONAL AGREEMENT CLAIMS UNDER CHAPTER 9	7.08	1	5	3	2.25	
F197 PREPARE TAX FORMS FOR CLIENTS	7.02	11	18	23	2.20	
A3 DEVELOP BUDGETS	6.90	24	32	57	2.18	
F177 ADVISE OR ASSIST CLIENTS WITH INTERNAL REVENUE SERVICE (IRS) AUDITS	6.89	2	6	9	1.73	
A5 DEVELOP MANUALS, PUBLICATIONS, AND REGULATIONS	6.85	5	6	19	.73	
K521 PROCESS ADMIRALTY CLAIMS UNDER CHAPTER 17	6.84	1	2	2	2.16	
M600 PROCESS CLAIMS UNDER THE FOREIGN CLAIMS ACT	6.83	2	7	5	2.42	
F210 REVIEW COMPLETED TAX RETURNS FOR COMPLETENESS AND ACCURACY	6.79	8	17	20	2.67	
F212 SEARCH DIRECTIVES, FILES, OR LEGAL REFERENCES FOR INFORMATION, SUCH AS OPINIONS AND DECISIONS	6.77	32	39	55	4.20	
K531 PROCESS FEDERAL TORT CLAIMS UNDER CHAPTER 12	6.75	22	19	15	4.49	
M585 DETERMINE JURISDICTION OF CASES UNDER STATUS OF FORCES	6.75	0	2	4	2.29	
A4 DEVELOP CONTINGENCY EMERGENCY PLANS	6.70	6	7	26	.84	
H375 REVIEW RECORDS OF TRIAL BY COURTS-MARTIAL FOR	6.69	19	30	29	4.04	

\* Task difficulty average is 5.0, with a SD of 1.0  
\*\* Training emphasis average is 2.80, with a SD of 1.44

TABLE 17  
STS TECHNICAL ELEMENTS NOT SUPPORTED BY OSR DATA\*

- 8b. Prepare briefs for use by attorney
- 9a. Process administrative discharge/separation actions
- 9b. Process administrative demotions
- 9c. Process line of duty investigations
- 9d. Process reports of survey
- 9f. Process administrative investigations
- 9g. Process Article 138, UCMJ complaints
- 9i. Process Freedom of Information Act/Privacy Acts requests
- 9j. Process request for release of information for litigation
- 9l. Process aircraft and missile accident investigations
- 9m. Foreign Criminal Jurisdiction Program
- 9r. Federal Magistrate Court System
- 9s. Host-Tenant Support Agreements
- 10a(7). Prepare stipulations for typing
- 10a(9). Prepare depositions
- 19a(18). Staff Judge Advocate reviews
- 10a(19). Advice of Judge Advocate
- 10a(23). Prepare chronology sheets
- 10a(30). Process Article 69, UCMJ Application
- 10a(31). Prepare certificates of correction
- 11c(1). Transcribe (Summarized records of trial)
- 12h(5). Article 139, UCMJ Claims (Process claims for and against the US)
- 12h(7). Medical Malpractice
- 12i. Process advance payments
- 12j(3). Hospital Recovery Act

\* Supervisory and Training elements were not evaluated

TABLE 18

EXAMPLES OF TASKS WITH MORE THAN 20 PERCENT PERFORMING NOT MATCHED TO  
SPECIALTY TRAINING STANDARD (STS)  
(PERCENT MEMBERS PERFORMING)

<u>TASKS</u>	<u>TNG EMP*</u>	<u>TSK DIF**</u>	<u>1-48 TICF</u>	<u>70550</u>	<u>70570</u>
G254 PREPARE SUSPENSE LOGS FOR ARTICLE 15 ACTIONS	4.02	4.26	31	32	28
H290 DELIVER RECORDS OF TRIAL TO ACCUSED	3.24	3.56	30	30	27
H302 MAINTAIN COURTS-MARTIAL LOGS OR STATUS BOARDS	3.96	4.19	30	33	28
K485 COORDINATE WITH OTHER INVESTIGATIVE AGENCIES ON CLAIMS	3.87	5.09	39	40	34
K486 DETERMINE CLAIMS JURISDICTION	3.55	4.85	47	47	43
K501 PICKUP OR TURN-IN ITEMS FOR SALVAGE	3.80	4.37	37	38	33
K508 PREPARE CLAIMANT INSTRUCTION PACKETS	3.33	4.91	42	42	38
K517 PREPARE SALVAGE DOCUMENTS	3.56	4.27	43	44	33
G232 COMPLETE ARTICLE 15 PROCESSING CHECKLISTS	4.85	4.57	35	39	28
K483 CONDUCT CLAIMS INSPECTIONS	6.11	5.48	48	48	44
H284 COMPLETE COURT-MARTIAL PROCESSING CHECKLIST	4.67	5.37	29	30	28
H299 EDIT AMJAMS PRODUCTS	4.29	5.51	27	31	32
G233 DEVELOP ARTICLE 15 PROCESSING CHECKLISTS	3.24	5.87	27	28	27
G243 PREPARE ARTICLE 15 BASE ACTIVITY REPORTS FOR TYPING	3.98	5.01	28	29	26
G233 DEVELOP ARTICLE 15 PROCESSING CHECKLISTS	3.24	5.87	27	28	27
G243 PREPARE ARTICLE 15 BASE ACTIVITY REPORTS FOR TYPING	3.98	5.01	28	29	26
G278 ARRANGE FOR AUTHENTICATION OF RECORDS OF TRIALS	4.00	4.57	26	26	27
H297 DOCKET COURTS-MARTIALS	3.91	4.21	24	27	23
H308 OBTAIN COURT OR BOARD MEMBERS	3.40	5.71	28	30	23
H356 PROCESS DISCOVERY REQUESTS	3.33	5.52	20	23	15
K510 PREPARE CLAIMS FOR TRANSMITTAL TO HQ USAF JUDGE ADVOCATE	3.62	5.19	27	30	31
K515 PREPARE REQUESTS FOR CLAIMS FUNDS	3.25	4.59	22	25	27

\* Training emphasis average is 2.80, with a SD of 1.44

\*\* Task difficulty average is 5.0, with a SD of 1.0

within the career ladder rotate between military justice, claims, and civil law. Personnel assigned to ADA usually receive some training related to military justice and claims from the base legal office. If these areas are added to the STS, it would allow information to be included in the CDC and, consequently, ease upgrade training.

Career ladder managers need to review the available information and decide which areas of legal responsibility should be included in the STS. Because of the diversity within the career ladder, percent members performing tasks within those jobs identified in the Career ladder structure could be used to determine elements which should be covered. A listing of all unreferenced tasks is provided in the Training Extract. All tasks performed by at least 20 percent of a specialty group should be reviewed for possible inclusion in the STS.

#### AFSC 705X0 Plan of Instruction (POI)

The E3ALR70530, Legal Services, Claims Administration Plan of Instruction (POI), dated June 1986, was matched with survey task statements and a computer product was set up displaying results of the matching process. Information furnished on the computer product includes percent members performing, as well as training emphasis (TE), task difficulty (TD), and Automated Training Indicators (ATI). For the AFSC 705X0 career ladder, the percent members performing data is shown for time in career field (1-24 months TICF and 1-48 months TICF) groups. TICF was used, rather than active military service, since this is a lateral career ladder.

Approximately 10 course objectives are matched with tasks performed by less than 30 percent of all 1-48 months TICF members. Personnel in the Legal career ladder work in various functional areas. Most personnel work in either claims or military justice. The POI is directed toward these areas and is appropriate for training most members. However, the diversity of the career field leads to lower percentages of people responding to individual tasks. TE and TD ratings can help in determining which tasks should be included for training. For instance, 22 percent of those in their first tour indicate they process federal tort claims under Chapter 12. According to ATCR 52-22 criteria, this percentage would not suggest training should be provided. However, the TE rating for this task is 4.49, which is a high rating, and the TD rating is 6.75, well above the average. Another alternative to evaluate the data would be to use percent members performing from the career ladder structure analysis. For example, data from jobs identified in the career ladder show 48 percent of those within the claims job and 44 percent of those within the NCOIC job perform this task. This type of information can be used to verify current training objectives.

Examples of inventory tasks performed by 30 percent or more 1-48 months TICF personnel and not referenced to any portion of the POI are listed in Table 19. As with the STS, many of these tasks represent general office duties. Emphasis should be placed on the unmatched tasks describing specific

TABLE 19

EXAMPLES OF TASKS NOT MATCHED TO PLAN OF INSTRUCTION (POI)  
(PERCENT MEMBERS PERFORMING)

<u>TASKS</u>	<u>TNG EMP*</u>	<u>1-48 TICF</u>	<u>TSK DIF**</u>
F192 PREPARE POWERS OF ATTORNEY FOR TYPING	4.82	56	4.53
K487 DETERMINE PROPER CHAPTER FOR CLAIMS	5.69	50	5.75
G232 COMPLETE ARTICLE 15 PROCESSING CHECKLISTS	4.85	35	4.57
G235 FOLLOW UP ON ARTICLE 15 SUSPENSES WITH UNIT PERSONNEL	4.53	37	4.01
G240 OBTAIN ARTICLE 15 SUPPORTIVE EVIDENCE	5.18	39	4.37
G252 PREPARE CORRESPONDENCE ON ARTICLE 15 APPEALS	4.25	30	5.32
H370 REVIEW CHARGE SHEETS FOR COMPLETENESS	4.95	32	6.03
K482 CONDUCT CLAIMS BRIEFINGS ON CLAIMS FILING PROCEDURES	5.22	48	5.00
K483 CONDUCT CLAIMS INSPECTIONS	6.11	48	5.48
K506 PREPARE CARRIER RECOVERY CLAIMS FOR SET OFF	4.98	39	5.13
K524 PROCESS CARRIER RECOVERY CLAIMS FOR SET OFF	5.42	39	5.31
K548 REVIEW COMPLETED CLAIMS FILES PRIOR TO PAYMENT	4.65	40	5.45
G242 PREPARE ARTICLE 15 APPELLATE ACTIONS FOR TYPING	4.75	24	4.93
H276 ANALYZE AUTOMATED MILITARY JUSTICE ANALYSIS AND MANAGEMENT SYSTEM (AMJAMS) REPORTS	4.25	25	6.21
H284 COMPLETE COURT-MARTIAL PROCESSING CHECKLIST	4.67	29	5.37
H299 EDIT AMJAMS PRODUCTS	4.29	27	5.51
H368 REQUEST WITNESS FUNDINGS	4.51	25	4.86
H374 REVIEW GENERAL OR SPECIAL COURT-MARTIAL ORDERS FOR ADMINISTRATIVE ACCURACY AND LEGAL SUFFICIENCY	4.69	23	6.31
J450 ASSEMBLE ADMINISTRATIVE BOARD ACTIONS	4.33	12	5.73
J451 ASSEMBLE ARTICLE 32 INVESTIGATIONS	4.82	18	5.69

\* Training emphasis average is 2.80, with a SD of 1.44

\*\* Task difficulty average is 5.0, with a SD of 1.0

legal functions. All unmatched tasks performed by at least 30 percent of the members should be reviewed to determine if they should be added to resident training.

#### COMPARISON OF 705X0 MAJCOMs

Another dimension along which jobs performed by individuals may vary is across major commands (MAJCOM). Differences among MAJCOM groups could have implications for how the specialty is organized or how new personnel are trained. Personnel in the Legal career ladder serve throughout some 21 commands. For this comparison, only commands having at least 10 members in the survey sample are shown.

Tasks performed and background information for respondents were compared to determine if job content varied because of MAJCOM assignment. Generally, the jobs performed across MAJCOM were similar, except for those assigned to the Legal Services Center. Regardless of command assignment (see Table 20), personnel spend close to one-fourth of their job time performing general office functions. Except for Air Force Legal Services Center, command members spend between 18 to 29 percent of their time performing claims functions. They also spend from 11 percent to 19 percent of their time performing military justice functions. Legal Services personnel spend more time on general office procedures and, as would be expected, more time on Area Defense Administrator functions.

There were a few differences in the tasks performed. For instance, higher percentages of personnel assigned to USAFE and PACAF notarize documents. Members assigned to USAFE and SAC are more likely to prepare briefings. The largest differences are found between the Legal Services Center personnel and other commands, with Legal Services personnel uniquely performing area defense functions. The average number of tasks performed varied from lows of 108 and 110 for AAC and Legal Services Center to a high of 164 for MAC and SAC.

Background information was generally comparable across commands. A few differences were noted. For instance, over one-half of those assigned to AFSC, ATC, and TAC are in their first tour as Legal personnel. In examining the different levels of assignment, it was found that 73 percent of AFSC personnel and 61 percent of AFLC members are working at the Single Base GCM level.

TABLE 20

AVERAGE PERCENT TIME SPENT ON DUTIES BY MAJCOM GROUPS  
(PERCENT MEMBERS RESPONDING)\*

	Number of Cases	AAC 17	USAFE 133	AFSC 30	ATC 74	MAC 71	PACAF 50	SAC 124	TAC 96	AFLC 28	LEG 87
A. ORGANIZING AND PLANNING	4	5	5	5	4	4	4	4	4	5	7
B. DIRECTING AND IMPLEMENTING	6	6	6	7	6	7	6	6	6	7	9
C. EVALUATING AND INSPECTING	4	4	4	5	4	4	5	4	5	5	5
D. TRAINING	2	3	3	4	3	3	3	3	3	3	3
E. PERFORMING GENERAL OFFICE FUNCTIONS	21	23	23	26	23	24	22	22	22	26	38
F. PERFORMING CIVIL LAW AND ASSOCIATED FUNCTIONS	3	8	4	6	8	8	7	5	5	5	3
G. PERFORMING ARTICLE 15 FUNCTIONS	9	9	7	9	9	9	9	9	9	6	2
H. PERFORMING MILITARY JUSTICE FUNCTIONS	15	15	16	14	19	13	16	16	16	11	9
I. PERFORMING AREA DEFENSE ADMINISTRATOR (ADA) FUNCTIONS	1	1	1	1	1	1	1	1	1	2	13
J. PERFORMING COURT REPORTING FUNCTIONS	2	1	2	1	2	1	2	1	2	1	1
K. PERFORMING AIR FORCE CLAIMS FUNCTIONS	29	22	25	20	18	23	23	27	28	7	
L. PERFORMING LAW LIBRARY FUNCTIONS	3	2	3	2	3	3	3	3	2	2	4
M. PERFORMING INTERNATIONAL LAW FUNCTIONS	-	1	-	-	-	-	-	-	-	-	-

\* Columns may not add to 100 percent due to rounding  
- Indicates less than 1 percent

## CONUS/OVERSEAS

A comparison was made of the tasks performed for DAFSC 70570 respondents assigned within the CONUS and overseas. Table 21 shows the time spent in each of the duties for those assigned CONUS and overseas. The time factors are very close for all of these areas. In examining individual tasks, the only difference was found in the tasks listed below:

	<u>CONUS</u>	<u>Overseas</u>
Notarize documents	3%	74%
Prepare documents for notarizing	38%	73%
Prepare powers of attorney for typing	50%	73%
Advise or assist clients on preparation of federal or state income tax returns	30%	52%

Personnel assigned overseas also perform some tasks related to international law functions. However, the percentages for these tasks were less than 20 percent of the 7-skill level personnel and no tasks were performed by more than 5 percent of the total sample.

## JOB SATISFACTION

Table 22 presents data showing job interest, perceived utilization of talents and training, and reenlistment intentions of Legal Services personnel by TICF groups, and a comparative sample of AFSC 674X0, Cost Analysis personnel surveyed in 1987.

Overall, Legal Services personnel show positive attitudes toward their jobs, as expressed by their job interest and perceived use of talents and training. Job interest and perceived use of training are considerably higher for Legal personnel than for the comparative sample. Use of talents is greater for those in their first legal tour and those in career status (beyond 96 months in the career ladder). Reenlistment intent is very positive for those in their first assignment as Legal specialists. For those in their second assignment and beyond, the percent planning to reenlist is very close to the comparative sample.

Job satisfaction was also examined for groups identified within the career ladder structure (see Table 23). Job satisfaction indicators generally were high across all jobs. Those included in the Executive Support job did express somewhat lower use of talents and training and those attached to the Circuit Court expressed slightly lower use of training. Reenlistment potential varied from a low of 43 percent for the Executive Support job to 100

TABLE 21

AVERAGE PERCENT TIME SPENT ON DUTIES BY  
 DAFSC 70570 CONUS-OVERSEAS GROUPS  
 (PERCENT MEMBERS RESPONDING)\*

<u>DUTIES</u>	<u>CONUS (N=227)</u>	<u>OVERSEAS (N=110)</u>
A. ORGANIZING AND PLANNING	6	5
B. DIRECTING AND IMPLEMENTING	8	7
C. EVALUATING AND INSPECTING	6	5
D. TRAINING	4	3
E. PERFORMING GENERAL OFFICE FUNCTIONS	27	24
F. PERFORMING CIVIL LAW AND ASSOCIATED FUNCTIONS	5	9
G. PERFORMING ARTICLE 15 FUNCTIONS	6	8
H. PERFORMING MILITARY JUSTICE FUNCTIONS	13	16
I. PERFORMING AREA DEFENSE ADMINISTRATOR (ADA) FUNCTIONS	2	1
J. PERFORMING COURT REPORTING FUNCTIONS	1	1
K. PERFORMING AIR FORCE CLAIMS FUNCTIONS	20	17
L. PERFORMING LAW LIBRARY FUNCTIONS	3	3
M. PERFORMING INTERNATIONAL LAW FUNCTIONS	-	1

\* Columns may not add to 100 percent due to rounding

- Indicates less than 1 percent

TABLE 22  
COMPARISON OF JOB SATISFACTION INDICATIONS BY TICF GROUPS  
(PERCENT MEMBERS RESPONDING)\*

EXRESSED JOB INTEREST:	1-48 MOS			49-96 MOS			97+ MOS		
	COMP SAMPLE** (N=94)		705X0 (N=293)	COMP SAMPLE** (N=201)		705X0 (N=244)	COMP SAMPLE** (N=101)		705X0 (N=114)
	COMP SAMPLE** (N=94)	COMP SAMPLE** (N=201)		COMP SAMPLE** (N=101)	COMP SAMPLE** (N=114)		COMP SAMPLE** (N=101)	COMP SAMPLE** (N=114)	
<u>PERCEIVED UTILIZATION OF TALENTS:</u>									
INTERESTING	91	65		88	70		88	70	
SO-SO	6	16		11	15		10	16	
DULL	3	18		1	15		2	12	
<u>PERCEIVED UTILIZATION OF TRAINING:</u>									
FAIRLY WELL TO PERFECTLY	92	73		91	88		90	74	
LITTLE OR NOT AT ALL	8	26		9	12		9	25	
<u>REENLISTMENT INTENTIONS:</u>									
YES, OR PROBABLY YES	83	59		78	77		69	71	
NO, OR PROBABLY NO	14	37		11	12		9	8	
PLAN TO RETIRE	3	3		10	9		22	21	

\* Columns may not add to 100 percent due to rounding or no response

\*\* Comparative sample includes AFSC 674X0, Cost Analysis personnel surveyed in 1987

TABLE 23  
COMPARISON OF JOB SATISFACTION INDICATORS BY CAREER LADDER STRUCTURE GROUPS  
(PERCENT MEMBERS RESPONDING)\*

	SR MGR	CLAIMS 218	CIVIL LAW 29	CIR COURT 12	MGR OFF 124	EXEC SUP 7	MAJ AMJAMS 5	ADA 5	GCM 17	SB GCM 7	NCOIC OFF 41	MIL JUS 160
Number of Cases -	100 0 0	87 9 4	100 0 0	83 17 1	89 10 14	86 0 0	80 20 0	89 11 0	100 0 0	100 0 0	88 10 2	91 7 1
<u>EXPRESSED JOB INTEREST:</u>												
INTERESTING	100 0 0	87 9 4	100 0 0	83 17 1	89 10 14	86 0 0	80 20 0	89 11 0	100 0 0	100 0 0	88 10 2	91 7 1
SO-SO												
DULL												
<u>PERCEIVED UTILIZATION OF TALENTS:</u>												
FAIRLY WELL TO PERFECTLY	100 0	90 10	86 14	83 17	97 3	71 29	80 20	88 12	94 6	100 0	90 10	94 6
LITTLE OR NOT AT ALL												
<u>PERCEIVED UTILIZATION OF TRAINING:</u>												
FAIRLY WELL TO PERFECTLY	100 0	92 8	86 14	75 25	95 3	71 29	80 20	81 19	94 6	100 0	98 0	94 2
LITTLE OR NOT AT ALL												
<u>REENLISTMENT INTENTIONS:</u>												
YES, OR PROBABLY YES	100 0	83 12	58 28	50 25	63 8	43 14	80 0	82 15	88 0	86 0	78 15	80 10
NO, OR PROBABLY NO												
PLAN TO RETIRE	0 0	5 5	14 14	25 25	29 43	43 20	20 3	12 3	14 12	7 14	7 14	8 8

\* Columns may not add to 100 percent due to rounding or no response

percent for the Senior Manager's group. Personnel included in the Civil Law, Circuit Court and Executive Support jobs show the lowest reenlistment potential. Personnel in the Executive Support and Circuit Court represent more senior members and several indicate they are planning to retire. All of these represent smaller, more specialized jobs. However, with the overall positive attitudes of most Legal Services personnel, these jobs do stand out and career ladder managers need to look into areas of possible dissatisfaction.

Job satisfaction was also examined for 7-skill level personnel assigned CONUS and overseas. As seen in Table 24, their reenlistment intent is very close (71 vs 75 percent), with overseas personnel showing higher job interest and use of talents and training. The biggest difference noted is the higher perceived use of training by personnel assigned overseas.

Table 25 shows a comparison of job satisfaction factors for 1980 and 1988 TICF survey groups. Overall, job satisfaction indices are very close to or higher for the current sample than for those surveyed previously. Potential retention also shows an increase across all TICF groups (first job, second job, and career). For those in their first job, reenlistment potential has increased to 83 percent from 60 percent. The largest increase for job satisfaction measures occurs among those in their second job. All indices are close for those in career status.

#### ANALYSIS OF WRITE-IN COMMENTS

Individuals were encouraged to add additional information about the career ladder and their jobs at the end of the survey booklet. This included equipment used on their job, duties performed that were not included in the inventory, and suggestions for training. Representative comments are given below.

Several incumbents had comments concerning the survey being restricted to their present job. Their concern reflected the fact that while they may work primarily in one area, they also work in other sections of the career ladder. For instance, "I believe that this survey should inquire into the all-round job that we perform, rather than being restricted to our specific sections. Although I work in claims, when manning is low, I fill in and am required to know what to do in the opposite legal sections."

Most Legal personnel rotate from one section to another so they become knowledgeable in all areas, particularly Military Justice, Claims, and Civil Law. Personnel working within Area Defense usually receive some training in the other areas at the base-level office. However, several comments were received concerning utilization. For instance, "Since retraining into the 705XX Legal career field almost two years ago, I was immediately placed in the Area Defense Office. This has caused less proficiency in areas of Claims and Military Justice. Even though I was afforded the opportunity for training at the legal office, there would sometimes be circumstances beyond my control to

TABLE 24

COMPARISON OF JOB SATISFACTION INDICATIONS BY  
 DAFSC 70570 CONUS/OVERSEAS GROUPS  
 (PERCENT MEMBERS RESPONDING)\*

	<u>CONUS</u> <u>(N=227)</u>	<u>OVERSEAS</u> <u>(N=110)</u>
<u>EXPRESSED JOB INTEREST:</u>		
INTERESTING	86	93
SO-SO	11	7
DULL	3	1
<u>PERCEIVED UTILIZATION OF TALENTS:</u>		
FAIRLY WELL TO PERFECTLY	89	93
LITTLE OR NOT AT ALL	11	7
<u>PERCEIVED UTILIZATION OF TRAINING:</u>		
FAIRLY WELL TO PERFECTLY	86	97
LITTLE OR NOT AT ALL	11	2
<u>REENLISTMENT INTENTIONS:</u>		
YES, OR PROBABLY YES	71	75
NO, OR PROBABLY NO	11	8
PLAN TO RETIRE	18	15

\* Columns may not add to 100 percent due to  
 rounding or no response

TABLE 25

COMPARISON OF JOB SATISFACTION INDICATIONS FOR  
CURRENT AND PREVIOUS SURVEY DATA  
(PERCENT MEMBERS RESPONDING)\*

	1-48 MOS		49-96 MOS		97+ MOS	
	PREVIOUS (N=220)	CURRENT (N=293)	PREVIOUS (N=143)	CURRENT (N=201)	PREVIOUS (N=147)	CURRENT (N=244)
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	86	91	79	88	87	88
SO-SO	6	6	12	11	8	10
DULL	7	3	9	1	5	2
<u>PERCEIVED UTILIZATION OF TALENTS:</u>						
FAIRLY WELL TO PERFECTLY	89	92	81	91	90	90
LITTLE OR NOT AT ALL	11	8	19	9	10	9
<u>PERCEIVED UTILIZATION OF TRAINING:</u>						
FAIRLY WELL TO PERFECTLY	87	89	81	91	90	91
LITTLE OR NOT AT ALL	12	11	19	9	10	8
<u>REENLISTMENT INTENTIONS:</u>						
YES, OR PROBABLY YES	60	83	69	78	63	69
NO, OR PROBABLY NO	40	14	31	11	37	9
PLAN TO RETIRE**		3		10	22	

\* Columns may not add to 100 percent due to rounding or no response

\*\* Not included in the previous survey data

detract from my training, such as, ADC heavy work schedule, PCS moves, and frequent TDYs. I recommend upon graduation from 705XX school that all paralegals be placed in base level legal office to complete proficiency training in all areas."

"I feel that the six months rotation that should be utilized, is not being utilized correctly. I have been in the career field for almost 3 years and have yet to work in Military Justice. I have worked in the Claims the entire 3 years. I feel that I am getting cheated and therefore unable to progress in rank. Most of the SKT is Military Justice, when it comes time to test I feel that if I had some kind of training in Military Justice I could progress and make rank."

Several individuals commented on the administrative aspects of the career ladder. It was reported that "Because of demanding administrative workloads, many Paralegals are called upon to continually perform administrative tasks, clerk work. I care about the Paralegal field, and I do not want to see it deteriorate in years to come. A Paralegal is a very demanding asset to the attorney, and therefore a major asset to the Air Force. It would be very beneficial for all legal offices to be manned also with administrative specialists. This would allow Paralegals to perform primarily what we've been trained for."

"I feel the Paralegal career field should not be side-stepped into an administrative field - one which can be manned by any newcomer to a base. I feel this would severely decrease the professionalism and level of knowledge within the legal environment. I also feel the amount of time that would be needed to train newcoming individuals will greatly affect any legal office. Our career field is already short-bodied, without having to spend unnecessary hours of training on incomers. Lastly, I do not feel anyone should be able to perform those tasks a paralegal today does. Let's concentrate on quality force - and start within the legal offices of the Air Force."

#### IMPLICATIONS

Survey data revealed specific functional areas within the Legal career ladder. Personnel perform tasks related to claims, military justice, civil law, Circuit Court, and Area Defense Administration. The diversity of the career ladder creates problems in making training decisions, both for the STS and subsequently the POI content. Most members rotate between civil law, military justice, and claims. Personnel serving as ADA usually receive some on-the-job training in those areas from base-level offices. Career incumbents emphasized their need for flexibility and knowledge in all functional areas. Because of the diversity within the career ladder, on-the-job training becomes very important. To facilitate training, all functional areas within the career ladder should be considered for inclusion in the STS. Training decisions for the resident course should be based more on TE data, since most of the tasks have low percent members performing. The career ladder structure

job descriptions might also provide additional input for the training documents. Current OSR data should provide input for refining these documents and to ensure all functional areas of the Legal career field are covered.

Additionally, it was found that specialists and technicians perform the same technical tasks. The 7-skill level does assume some supervisory responsibilities but the job is still a technical one. Management and supervision responsibilities are assumed at the 9- and CEM-skill levels.

Overall, Legal personnel express positive job satisfaction and reenlistment potential. Personnel included in the Civil Law, Circuit Court, and Executive Support jobs showed the lowest reenlistment potential. While these represent smaller jobs within the career ladder, legal managers need to look into possible areas of dissatisfaction.

**APPENDIX A**

TABLE A1

GROUP TITLE: SENIOR MANAGERS (STG 28)

GROUP SIZE: 7

AVERAGE GRADE: E-9

AVERAGE TAFMS: 284 MONTHS

PERCENT OF SAMPLE: 1

AVERAGE TICF: 216 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
C64 EVALUATE INDIVIDUALS FOR AWARDS OR DECORATIONS	100
B28 CONDUCT STAFF ASSISTANCE VISITS	100
B29 COUNSEL SUBORDINATES	100
B50 SERVE ON BOARDS, COMMITTEES, OR COUNCILS	100
E125 ATTEND STAFF MEETINGS	100
E126 COMPILE STATISTICAL DATA	100
C63 EVALUATE EFFICIENCY OF LEGAL OFFICE ACTIONS	86
B25 ASSIGN PERSONNEL TO DUTY POSITIONS	86
C67 EVALUATE POTENTIAL RETRAINEES FOR LEGAL CAREER FIELD	86
B44 PREPARE MANPOWER JUSTIFICATIONS	86
B30 DIRECT DRAFTING OF CORRESPONDENCE, MESSAGES, OR REPORTS	85
C58 ANALYZE SELF-INSPECTION REPORTS	86
C78 REVIEW OUTGOING CORRESPONDENCE	86
B46 PREPARE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	86
C79 WRITE APR	86
A2 CONDUCT STAFF MEETINGS	86
A1 ASSIGN SPONSORS FOR NEWLY ASSIGNED PERSONNEL	86
C72 INSPECT LEGAL OFFICE OPERATIONS	71
D97 EVALUATE OJT PROGRAMS	71
C66 EVALUATE OPERATING PROCEDURES FOR LEGAL FUNCTIONS	71
C60 EVALUATE ACCURACY OF LEGAL OFFICE ACTIONS	71
C65 EVALUATE INDIVIDUALS FOR DEMOTIONS, PROMOTIONS, OR RECLASSIFICATION	71
B55 SUPERVISE LEGAL SERVICE TECHNICIANS (AFSC 70570)	71
A10 ESTABLISH WORK PRIORITIES	71
A11 MANAGE ORGANIZATIONAL RESERVE PROGRAMS	71
D113 REVIEW JQS	71
A3 DEVELOP BUDGETS	71
E150 PREPARE BRIEFINGS	71
E123 ANSWER TELEPHONES	71
D88 COORDINATE AREA DEFENSE ADMINISTRATOR (ADA) OR CIRCUIT COURT ADMINISTRATOR (CCA) TRAINING	57

TABLE A2

GROUP TITLE: CLAIMS PERSONNEL (STG19)

GROUP SIZE: 218

AVERAGE GRADE: E-5

AVERAGE TAFMS: 125 MONTHS

PERCENT OF SAMPLE: 30

AVERAGE TICF: 60 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
K473 ADJUDICATE CLAIMS	99
E123 ANSWER TELEPHONES	99
K477 ASSEMBLE CLAIMS FILES	99
K474 ADVISE CLAIMANTS ON CLAIMS FILING PROCEDURES	98
K493 MAINTAIN CLAIMS LOGS	98
K487 DETERMINE PROPER CHAPTER FOR CLAIMS	97
K507 PREPARE CLAIM LABELS	96
K542 RECOMMEND APPROVAL OR DISAPPROVAL OF CLAIMS PAYMENTS	96
K519 PREPARE VOUCHERS FOR PAYMENT OF CLAIMS	96
K512 PREPARE DD FORMS 1840R (JOINT STATEMENT OF LOSS OR DAMAGE AT DELIVERY)	96
K530 PROCESS DD FORMS 1840R	95
K559 VERIFY THAT CLIENT IS PROPER CLAIMANT	95
K486 DETERMINE CLAIMS JURISDICTION	95
K480 ASSERT CARRIER RECOVERY CLAIMS	94
K483 CONDUCT CLAIMS INSPECTIONS	94
K536 PROCESS PERSONNEL CLAIMS UNDER CHAPTER 6	94
E163 REPRODUCE MATERIALS AND DOCUMENTS USING REPRODUCTION MACHINES	92
K482 CONDUCT CLAIMS BRIEFINGS ON CLAIMS FILING PROCEDURES	92
K511 PREPARE DD FORMS 1131 (CASH COLLECTION VOUCHER)	91
K495 OBTAIN STATEMENTS IN SUPPORT OF CLAIMS	91
K476 ANNOTATE CLAIMS FUNDS LOGS	90
K552 SUSPENSE CLAIM ACTIONS, SUCH AS SALVAGE TURN-INS AND CARRIER RECOVERIES	90
K513 PREPARE DD FORMS 1843 (DEMAND ON CARRIER/CONTRACTOR) FOR TYPING	89
K508 PREPARE CLAIMANT INSTRUCTION PACKETS	89
K528 PROCESS CLAIMS PAYMENT VOUCHERS	89
K497 PERFORM FOLLOW-UP ACTIONS ON CARRIER RECOVERY CLAIMS	87
E134 FILE CORRESPONDENCE	86
K517 PREPARE SALVAGE DOCUMENTS	86
E171 TYPE ADMINISTRATIVE CORRESPONDENCE	85
K475 ANALYZE CLAIMS ADMINISTRATIVE MANAGEMENT PROGRAM (CAMP) DATA LISTINGS OR REPORTS	85

TABLE A3

GROUP TITLE: CIVIL LAW PERSONNEL (STG36)

GROUP SIZE: 29

AVERAGE GRADE: E4-E6

AVERAGE TAFMS: 141 MONTHS

PERCENT OF SAMPLE: 4

AVERAGE TICF: 75 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
E123 ANSWER TELEPHONES	100
E175 VERIFY ELIGIBILITY OF CLIENTS FOR LEGAL ASSISTANCE	97
F178 ASSIST IN PREPARATION OF LEGAL ASSISTANCE CARDS	97
E171 TYPE ADMINISTRATIVE CORRESPONDENCE	97
F230 WITNESS EXECUTION OF WILLS	97
E162 REFER CLIENTS TO OTHER SUPPORTIVE AGENCIES	97
F223 TYPE POWERS OF ATTORNEY	93
E163 REPRODUCE MATERIALS AND DOCUMENTS USING REPRODUCTION MACHINES	93
E125 ATTEND STAFF MEETINGS	93
F192 PREPARE POWERS OF ATTORNEY FOR TYPING	90
F231 WITNESS LEGAL DOCUMENTS	90
E160 PROCESS OUTGOING MAIL	86
F208 PROVIDE GUIDANCE TO CLIENTS ON POWERS OF ATTORNEY	83
E124 ARRANGE OFFICE APPOINTMENTS	83
E147 PREPARE ADMINISTRATIVE CORRESPONDENCE FOR TYPING	83
E172 TYPE ADMINISTRATIVE REPORTS	83
E174 TYPE MESSAGES	83
E165 RETRIEVE DATA USING COMPUTERS	79
E146 POST CHANGES TO STANDARD PUBLICATIONS	79
E132 DISTRIBUTE INCOMING MAIL	77
E134 FILE CORRESPONDENCE	76
E136 HAND-CARRY PRIORITY COMMUNICATIONS OR DOCUMENTS TO INTERNAL ACTION OFFICES	72
E168 SORT INCOMING MAIL	72
E138 MAINTAIN OFFICE EQUIPMENT	72
F185 PREPARE DOCUMENTS FOR NOTARIZING	69
E148 PREPARE ADMINISTRATIVE REPORTS FOR TYPING	69
A10 ESTABLISH WORK PRIORITIES	69
E153 PREPARE CORRESPONDENCE FOR FILING	69
E126 COMPILE STATISTICAL DATA	69
E156 PREPARE REQUISITIONS FOR REPRODUCTION SERVICES	69

TABLE A4

GROUP TITLE: CIRCUIT COURT ADMINISTRATORS (STG55)

GROUP SIZE: 12

AVERAGE GRADE: E7

AVERAGE TAFMS: 175 MONTHS

PERCENT OF SAMPLE: 2

AVERAGE TICF: 114 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
H303 MAINTAIN TRIAL DOCKETS	100
E165 REIRIEVE DATA USING COMPUTERS	100
E123 ANSWER TELEPHONES	100
E126 COMPILE STATISTICAL DATA	100
E140 MAKE TRANSPORTATION ARRANGEMENTS	100
E132 DISTRIBUTE INCOMING MAIL	100
E168 SORT INCOMING MAIL	100
E139 MAKE BILLETING ARRANGEMENTS	100
E163 REPRODUCE MATERIALS AND DOCUMENTS USING REPRODUCTION MACHINES	100
E158 PROCESS ADMINISTRATIVE ORDERS	100
H302 MAINTAIN COURTS-MARTIAL LOGS OR STATUS BOARDS	92
E170 TRANSMIT DATA BETWEEN COMPUTERS	92
E135 FOLLOW UP ON TRAVEL VOUCHERS SUBMITTED	92
B30 DIRECT DRAFTING OF CORRESPONDENCE, MESSAGES, OR REPORTS	92
E148 PREPARE ADMINISTRATIVE REPORTS FOR TYPING	92
E147 PREPARE ADMINISTRATIVE CORRESPONDENCE FOR TYPING	92
E138 MAINTAIN OFFICE EQUIPMENT	92
B28 CONDUCT STAFF ASSISTANCE VISITS	92
E141 OBTAIN SUPPLIES	92
H297 DOCKET COURTS-MARTIALS	83
B42 MANAGE BUDGETS	83
D88 COORDINATE AREA DEFENSE ADMINISTRATOR (ADA) OR CIRCUIT COURT ADMINISTRATOR (CCA) TRAINING	83
C78 REVIEW OUTGOING CORRESPONDENCE	83
B34 IMPLEMENT BUDGETS	83
E137 LOG INCOMING CORRESPONDENCE	83
C59 CONDUCT SELF-INSPECTIONS	83
E171 TYPE ADMINISTRATIVE CORRESPONDENCE	83
E134 FILE CORRESPONDENCE	83
B45 PREPARE OFFICE ROSTERS	83
B31 DIRECT MAINTENANCE OF ADMINISTRATIVE FILES	83

TABLE A5

GROUP TITLE: LAW OFFICE MANAGERS (STG40)

GROUP SIZE: 124

AVERAGE GRADE: E-7

AVERAGE TAFMS: 227 MONTHS

PERCENT OF SAMPLE: 17

AVERAGE TICF: 137 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
B31 DIRECT MAINTENANCE OF ADMINISTRATIVE FILES	99
E125 ATTEND STAFF MEETINGS	98
B43 ORIENT NEWLY ASSIGNED PERSONNEL	98
C78 REVIEW OUTGOING CORRESPONDENCE	97
A10 ESTABLISH WORK PRIORITIES	97
A19 PLAN WORK ASSIGNMENTS	97
B30 DIRECT DRAFTING OF CORRESPONDENCE, MESSAGES, OR REPORTS	97
E163 REPRODUCE MATERIALS AND DOCUMENTS USING REPRODUCTION MACHINES	97
B29 COUNSEL SUBORDINATES	97
E123 ANSWER TELEPHONES	96
A3 DEVELOP BUDGETS	96
A18 PLAN USE OF OFFICE EQUIPMENT	96
B46 PREPARE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	96
B42 MANAGE BUDGETS	95
E126 COMPILE STATISTICAL DATA	95
C59 CONDUCT SELF-INSPECTIONS	95
A23 SCHEDULE LEAVES AND PASSES	95
E147 PREPARE ADMINISTRATIVE CORRESPONDENCE FOR TYPING	94
E166 REVIEW SUSPENSE DATES FOR COMPLIANCE	94
C79 WRITE APR	94
E148 PREPARE ADMINISTRATIVE REPORTS FOR TYPING	93
B34 IMPLEMENT BUDGETS	93
E154 PREPARE MESSAGES FOR TYPING	93
B25 ASSIGN PERSONNEL TO DUTY POSITIONS	92
C58 ANALYZE SELF-INSPECTION REPORTS	91
A1 ASSIGN SPONSORS FOR NEWLY ASSIGNED PERSONNEL	91
E132 DISTRIBUTE INCOMING MAIL	90
B32 DIRECT MAINTENANCE OF LAW LIBRARIES	90
C64 EVALUATE INDIVIDUALS FOR AWARDS OR DECORATIONS	90
B45 PREPARE OFFICE ROSTERS	90

TABLE A6

GROUP TITLE: EXECUTIVE SUPPORT PERSONNEL (STG82)

GROUP SIZE: 7

AVERAGE GRADE: E-6

AVERAGE TAFMS: 185 MONTHS

PERCENT OF SAMPLE: 1

AVERAGE TICF: 105 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
E132 DISTRIBUTE INCOMING MAIL	100
E168 SORT INCOMING MAIL	100
E160 PROCESS OUTGOING MAIL	100
E136 HAND-CARRY PRIORITY COMMUNICATIONS OR DOCUMENTS TO INTERNAL ACTION OFFICES	100
E137 LOG INCOMING CORRESPONDENCE	100
E163 REPRODUCE MATERIALS AND DOCUMENTS USING REPRODUCTION MACHINES	100
E123 ANSWER TELEPHONES	100
E153 PREPARE CORRESPONDENCE FOR FILING	100
E134 FILE CORRESPONDENCE	100
E171 TYPE ADMINISTRATIVE CORRESPONDENCE	100
A7 ESTABLISH ADMINISTRATIVE FILES	100
E141 OBTAIN SUPPLIES	100
E131 DISPOSE OF UNCLASSIFIED FILES	100
E133 ESTABLISH READING FILES	100
E156 PREPARE REQUISITIONS FOR REPRODUCTION SERVICES	100
E166 REVIEW SUSPENSE DATES FOR COMPLIANCE	86
E130 DISPOSE OF OBSOLETE STANDARD PUBLICATIONS	86
E162 REFER CLIENTS TO OTHER SUPPORTIVE AGENCIES	86
E158 PROCESS ADMINISTRATIVE ORDERS	86
E147 PREPARE ADMINISTRATIVE CORRESPONDENCE FOR TYPING	86
C78 REVIEW OUTGOING CORRESPONDENCE	71
E169 SUSPENSE INCOMING CORRESPONDENCE	71
A10 ESTABLISH WORK PRIORITIES	71
E174 TYPE MESSAGES	71
E144 ORDER PUBLICATIONS	71
E142 ORDER BLANK FORMS	71
E138 MAINTAIN OFFICE EQUIPMENT	71
E164 REQUEST BUILDING OR GROUNDS MAINTENANCE	71
E124 ARRANGE OFFICE APPOINTMENTS	71
E146 POST CHANGES TO STANDARD PUBLICATIONS	71

TABLE A7

GROUP TITLE: MAJCOM AMJAMS PERSONNEL (STG47)

GROUP SIZE: 5

AVERAGE GRADE: E-6

AVERAGE TAFMS: 187 MONTHS

PERCENT OF SAMPLE: 1

AVERAGE TICF: 119 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
H301 INPUT COURTS-MARTIAL AMJAMS INPUT DATA ON COMPUTERS	100
H299 EDIT AMJAMS PRODUCTS	100
H276 ANALYZE AUTOMATED MILITARY JUSTICE ANALYSIS AND MANAGEMENT SYSTEM (AMJAMS) REPORTS	100
G237 INPUT ARTICLE 15 AUTOMATED MILITARY JUSTICE ANALYSIS AND MANAGEMENT SYSTEM (AMJAMS) DATA ON COMPUTERS	100
E165 RETRIEVE DATA USING COMPUTERS	100
E126 COMPILE STATISTICAL DATA	100
G257 PROCESS COMPUTER-GENERATED ARTICLE 15 AMJAMS REPORTS FOR DISTRIBUTION	100
E123 ANSWER TELEPHONES	100
E141 OBTAIN SUPPLIES	100
E172 TYPE ADMINISTRATIVE REPORTS	100
C78 REVIEW OUTGOING CORRESPONDENCE	100
E160 PROCESS OUTGOING MAIL	100
E151 PREPARE CHARTS OR GRAPHS	100
E171 TYPE ADMINISTRATIVE CORRESPONDENCE	100
E163 REPRODUCE MATERIALS AND DOCUMENTS USING REPRODUCTION MACHINES	100
E148 PREPARE ADMINISTRATIVE REPORTS FOR TYPING	100
E157 PREPARE VISUAL AIDS	100
E147 PREPARE ADMINISTRATIVE CORRESPONDENCE FOR TYPING	100
E134 FILE CORRESPONDENCE	100
C74 INVENTORY EQUIPMENT	100
E174 TYPE MESSAGES	100
E153 PREPARE CORRESPONDENCE FOR FILING	100
E154 PREPARE MESSACES FOR TYPING	100
E143 ORDER EQUIPMENT	100
E146 POST CHANGES TO STANDARD PUBLICATIONS	100
E144 ORDER PUBLICATIONS	100
G253 PREPARE HEADQUARTERS ANALYSES OF ARTICLE 15 AMJAMS INPUTS	80
G261 REVIEW COMPLETED ARTICLE 15 AMJAMS INPUTS	80
E132 DISTRIBUTE INCOMING MAIL	80
E136 HAND-CARRY PRIORITY COMMUNICATIONS OR DOCUMENTS TO INTERNAL ACTION OFFICES	80

TABLE A8

GROUP TITLE: AREA DEFENSE ADMINISTRATORS (STG68)

GROUP SIZE: 74

AVERAGE GRADE: E-5

AVERAGE TAFMS: 113 MONTHS

PERCENT OF SAMPLE: 10

AVERAGE TICF: 55 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
E123 ANSWER TELEPHONES	100
E124 ARRANGE OFFICE APPOINTMENTS	100
I430 PREPARE AND TYPE CLIENT STATEMENTS	100
E141 OBTAIN SUPPLIES	100
E171 TYPE ADMINISTRATIVE CORRESPONDENCE	99
E132 DISTRIBUTE INCOMING MAIL	99
E168 SORT INCOMING MAIL	99
E146 POST CHANGES TO STANDARD PUBLICATIONS	99
E142 ORDER BLANK FORMS	99
E144 ORDER PUBLICATIONS	99
E138 MAINTAIN OFFICE EQUIPMENT	97
E139 MAKE BILLETING ARRANGEMENTS	97
I420 ESTABLISH ELIGIBILITY OF CLIENTS FOR DEFENSE SERVICES	96
E134 FILE CORRESPONDENCE	96
E174 TYPE MESSAGES	96
E172 TYPE ADMINISTRATIVE REPORTS	95
I424 PREPARE AND TYPE ADA TRAINING REPORTS	95
E140 MAKE TRANSPORTATION ARRANGEMENTS	95
E143 ORDER EQUIPMENT	95
I429 PREPARE AND TYPE CLIENT RESPONSES FOR DISCHARGE ACTIONS	93
E160 PROCESS OUTGOING MAIL	93
I444 PREPARE AND TYPE SUBMISSIONS OF CLEMENCY MATTERS TO CONVENING AUTHORITY	93
A7 ESTABLISH ADMINISTRATIVE FILES	93
E163 REPRODUCE MATERIALS AND DOCUMENTS USING REPRODUCTION MACHINES	92
L563 INVENTORY LAW LIBRARY PUBLICATIONS	92
E147 PREPARE ADMINISTRATIVE CORRESPONDENCE FOR TYPING	91
E153 PREPARE CORRESPONDENCE FOR FILING	91
I422 INTERVIEW CASE WITNESSES	91
E162 REFER CLIENTS TO OTHER SUPPORTIVE AGENCIES	91
I438 PREPARE AND TYPE PRETRIAL AGREEMENTS	91

TABLE A9

GROUP TITLE: MILITARY JUSTICE-GCM PERSONNEL (STG94)

GROUP SIZE: 17

AVERAGE GRADE: E5-E6

PERCENT OF SAMPLE: 2

AVERAGE TAFMS: 162 MONTHS

AVERAGE TICF: 96 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
G 261 REVIEW COMPLETED ARTICLE 15 AMJAMS INPUTS	100
G 263 REVIEW REPORT OF INDIVIDUAL PERSON (RIP) FOR ARTICLE 15 ACTIONS	100
H 375 REVIEW RECORDS OF TRIAL BY COURTS-MARTIAL FOR ADMINISTRATIVE ACCURACY AND LEGAL SUFFICIENCY	100
H 374 REVIEW GENERAL OR SPECIAL COURT-MARTIAL ORDERS FOR ADMINISTRATIVE ACCURACY AND LEGAL SUFFICIENCY	100
H 322 PREPARE CONVENING ORDERS FOR TYPING	100
H 380 TYPE ACTIONS OF CONVENING AUTHORITIES	100
H 389 TYPE CONVENING ORDERS	100
E 163 REPRODUCE MATERIALS AND DOCUMENTS USING REPRODUCTION MACHINES	100
E 123 ANSWER TELEPHONES	100
H 350 PREPARE SUPPLEMENTARY COURTS-MARTIAL ORDERS FOR TYPING	100
H 384 TYPE AMENDMENTS TO COURT-MARTIAL CONVENING ORDERS	100
G 260 REVIEW COMPLETED ARTICLE 15 ACTIONS FOR ADMINISTRATIVE ACCURACY AND LEGAL SUFFICIENCY	94
H 324 PREPARE COURTS-MARTIAL ACTIONS OF CONVENING AUTHORITIES FOR TYPING	94
H 354 PROCESS COURTS-MARTIAL ORDERS	94
H 392 TYPE COURTS-MARTIAL PROMULGATING ORDERS	94
H 390 TYPE COURTS-MARTIAL AMJAMS INPUTS	94
H 318 PREPARE AMJAMS INPUTS FOR COURTS-MARTIAL ACTIONS FOR TYPING	94
E 165 RETRIEVE DATA USING COMPUTERS	94
H 317 PREPARE AMENDMENTS TO COURTS-MARTIAL CONVENING ORDERS FOR TYPING	94
E 171 TYPE ADMINISTRATIVE CORRESPONDENCE	94
E 132 DISTRIBUTE INCOMING MAIL	94
H 299 EDIT AMJAMS PRODUCTS	88
H 326 PREPARE COURTS-MARTIAL PROMULGATING ORDERS FOR TYPING	88
H 295 DISTRIBUTE COURT-MARTIAL ORDERS	88
H 372 REVIEW DD FORMS 494 (COURT-MARTIAL DATA SHEET) FOR COMPLETENESS	88
H 370 REVIEW CHARGE SHEETS FOR COMPLETENESS	88
H 276 ANALYZE AUTOMATED MILITARY JUSTICE ANALYSIS AND MANAGEMENT SYSTEM (AMJAMS) REPORTS	88

TABLE A10

GROUP TITLE: MILITARY JUSTICE-SINGLE BASE GCM PERSONNEL (STG67)

GROUP SIZE: 7

AVERAGE GRADE: E-5

PERCENT OF SAMPLE: 1

AVERAGE TAFMS: 108 MONTHS

AVERAGE TICF: 44 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
E123 ANSWER TELEPHONES	100
E171 TYPE ADMINISTRATIVE CORRESPONDENCE	100
G241 PREPARE ARTICLE 15 AMJAMS INPUTS FOR TYPING	100
E163 REPRODUCE MATERIALS AND DOCUMENTS USING REPRODUCTION MACHINES	100
E174 TYPE MESSAGES	100
H306 NOTIFY PARTICIPANTS OF COURTS-MARTIAL OR BOARDS	100
E134 FILE CORRESPONDENCE	100
H329 PREPARE DD FORMS 458 (CHARGE SHEET) FOR TYPING	100
G234 DRAFT CHARGES AND SPECIFICATIONS FOR ARTICLE 15 ACTIONS	100
H298 DRAFT CHARGES AND SPECIFICATIONS FOR COURT-MARTIAL ACTIONS	100
H323 PREPARE COURTROOMS FOR PROCEEDINGS	100
G265 TYPE ARTICLE 15 AMJAMS INPUTS	86
G237 INPUT ARTICLE 15 AUTOMATED MILITARY JUSTICE ANALYSIS AND MANAGEMENT SYSTEM (AMJAMS) DATA ON COMPUTERS	86
H307 OBTAIN AND BRIEF INDIVIDUALS FOR BAILIFF DUTIES	86
G238 LOG OUT ARTICLE 15 ACTIONS ON AF FORMS 1373 (MPO DOCUMENT CONTROL LOG-TRANSMITTAL)	86
F230 WITNESS EXECUTION OF WILLS	86
H318 PREPARE AMJAMS INPUTS FOR COURTS-MARTIAL ACTIONS FOR TYPING	86
H409 TYPE PROPOSED COURT MEMBER LISTS	86
G263 REVIEW REPORT OF INDIVIDUAL PERSON (RIP) FOR ARTICLE 15 ACTIONS	86
G235 FOLLOW UP ON ARTICLE 15 SUSPENSES WITH UNIT PERSONNEL	86
H351 PREPARE TRIAL FOLDERS	86
H405 TYPE LETTERS CONCERNING SUBMISSION OF MATTERS TO CONVENING AUTHORITY	86
G240 OBTAIN ARTICLE 15 SUPPORTIVE EVIDENCE	86
E132 DISTRIBUTE INCOMING MAIL	86
E165 RETRIEVE DATA USING COMPUTERS	71
G255 PROCESS AND DISTRIBUTE COMPLETED ARTICLE 15 ACTIONS AT BASE LEVEL	71
E172 TYPE ADMINISTRATIVE REPORTS	71
E147 PREPARE ADMINISTRATIVE CORRESPONDENCE FOR TYPING	71
G236 FORWARD COMPLETED ARTICLE 15 ACTIONS TO AF MILITARY PERSONNEL CENTER	71

TABLE A11

GROUP TITLE: NCOIC LAW OFFICE (STG62)

GROUP SIZE: 41

AVERAGE GRADE: E5-E7

AVERAGE TAFMS: 178 MONTHS

PERCENT OF SAMPLE: 6

AVERAGE TICF: 105 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
E123 ANSWER TELEPHONES	100
A10 ESTABLISH WORK PRIORITIES	100
E175 VERIFY ELIGIBILITY OF CLIENTS FOR LEGAL ASSISTANCE	100
F178 ASSIST IN PREPARATION OF LEGAL ASSISTANCE CARDS	100
E156 PREPARE REQUISITIONS FOR REPRODUCTION SERVICES	100
E140 MAKE TRANSPORTATION ARRANGEMENTS	100
E132 DISTRIBUTE INCOMING MAIL	98
E147 PREPARE ADMINISTRATIVE CORRESPONDENCE FOR TYPING	98
E171 TYPE ADMINISTRATIVE CORRESPONDENCE	98
E163 REPRODUCE MATERIALS AND DOCUMENTS USING REPRODUCTION MACHINES	98
E168 SORT INCOMING MAIL	98
F223 TYPE POWERS OF ATTORNEY	98
K474 ADVISE CLAIMANTS ON CLAIMS FILING PROCEDURES	98
E153 PREPARE CORRESPONDENCE FOR FILING	98
E138 MAINTAIN OFFICE EQUIPMENT	98
E154 PREPARE MESSAGES FOR TYPING	98
E139 MAKE BILLETING ARRANGEMENTS	98
E165 RETRIEVE DATA USING COMPUTERS	95
E166 REVIEW SUSPENSE DATES FOR COMPLIANCE	95
C78 REVIEW OUTGOING CORRESPONDENCE	95
F230 WITNESS EXECUTION OF WILLS	95
B30 DIRECT DRAFTING OF CORRESPONDENCE, MESSAGES, OR REPORTS	95
E162 REFER CLIENTS TO OTHER SUPPORTIVE AGENCIES	95
F192 PREPARE POWERS OF ATTORNEY FOR TYPING	95
F208 PROVIDE GUIDANCE TO CLIENTS ON POWERS OF ATTORNEY	95
F231 WITNESS LEGAL DOCUMENTS	95
A19 PLAN WORK ASSIGNMENTS	95
E148 PREPARE ADMINISTRATIVE REPORTS FOR TYPING	95
E133 ESTABLISH READING FILES	95
E172 TYPE ADMINISTRATIVE REPORTS	95

TABLE A12

GROUP TITLE: MILITARY JUSTICE PERSONNEL (STG60)

GROUP SIZE: 160

AVERAGE GRADE: E5-E6

AVERAGE TAFMS: 122 MONTHS

PERCENT OF SAMPLE: 22

AVERAGE TICF: 59 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
E123 ANSWER TELEPHONES	100
E171 TYPE ADMINISTRATIVE CORRESPONDENCE	98
E163 REPRODUCE MATERIALS AND DOCUMENTS USING REPRODUCTION MACHINES	97
G234 DRAFT CHARGES AND SPECIFICATIONS FOR ARTICLE 15 ACTIONS	96
G235 FOLLOW UP ON ARTICLE 15 SUSPENSES WITH UNIT PERSONNEL	96
G241 PREPARE ARTICLE 15 AMJAMS INPUTS FOR TYPING	96
E174 TYPE MESSAGES	96
G263 REVIEW REPORT OF INDIVIDUAL PERSON (RIP) FOR ARTICLE 15 ACTIONS	95
G258 PROVIDE ADVICE TO ORGANIZATIONS ON ARTICLE 15 PROCEDURES	95
G255 PROCESS AND DISTRIBUTE COMPLETED ARTICLE 15 ACTIONS AT BASE LEVEL	94
G240 OBTAIN ARTICLE 15 SUPPORTIVE EVIDENCE	94
H307 OBTAIN AND BRIEF INDIVIDUALS FOR BAILIFF DUTIES	94
G265 TYPE ARTICLE 15 AMJAMS INPUTS	94
G261 REVIEW COMPLETED ARTICLE 15 AMJAMS INPUTS	94
G238 LOG OUT ARTICLE 15 ACTIONS ON AF FORMS 1373 (MPO DOCUMENT CONTROL LOG-TRANSMITTAL)	94
G260 REVIEW COMPLETED ARTICLE 15 ACTIONS FOR ADMINISTRATIVE ACCURACY AND LEGAL SUFFICIENCY	93
G239 MONITOR OFFENSES TO INSURE TIMELY INITIATION OF ARTICLE 15'S	92
E134 FILE CORRESPONDENCE	93
H367 REQUEST REPORT OF INDIVIDUAL PERSON (RIP)	93
G250 PREPARE ARTICLE 15 VACATION ACTIONS	93
G262 REVIEW EVIDENCE AND SUPPORTIVE DOCUMENTATION FOR APPROPRIATENESS OF ARTICLE 15 ACTIONS	92
H329 PREPARE DD FORMS 458 (CHARGE SHEET) FOR TYPING	92
G264 REVIEW SECURITY POLICE BLOTTERS FOR POTENTIAL DISCIPLINARY ACTIONS	90
H306 NOTIFY PARTICIPANTS OF COURTS-MARTIAL OR BOARDS	90
E147 PREPARE ADMINISTRATIVE CORRESPONDENCE FOR TYPING	89
H295 DISTRIBUTE COURT-MARTIAL ORDERS	89
H293 DISTRIBUTE AF FORMS 1359 (REPORT OF RESULTS OF TRIAL)	89
G247 PREPARE ARTICLE 15 REMISSION ACTIONS FOR TYPING	89
E154 PREPARE MESSAGES FOR TYPING	89
E165 RETRIEVE DATA USING COMPUTERS	89